

Brentwood 2020 Plan Update



November 2006

C L A R I O N





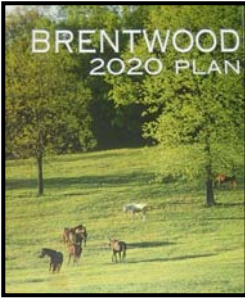
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1. OVERVIEW

In late 2005, the City of Brentwood began an initiative to update its 2020 Comprehensive Plan. The last update of the City's plan had been completed in 1999, and a number of conditions in the community had changed since then. The update was undertaken with the objective of amending the plan in strategic areas, rather than undertaking a completely new Comprehensive Plan. Accordingly, this document is to be viewed as an amendment to the 1999 version of the plan.



The 2020 plan is built around seven major goals adopted by the Brentwood City Commission, arrived at through a highly participatory process involving hundreds of citizens. The seven goals relate to:

1. Environmental Conservation, Recreation & Scenic Protection
2. Retirement Provisions
3. Commercial Provisions
4. Mobility Provisions
5. Residential & Service Institutional Provisions
6. Community Identity Provisions
7. Growth Management Provisions



The 2020 Plan had been adopted in 1999 with intent of periodic 5-year updates, along with status reports on implementation and identification of priority areas for focus and activity during the next five years. That is the objective of this 2006 update: assess progress and accomplishments in addressing the goals, identify changing conditions that might make a particular goal area or program activity more or less relevant to current community needs, and identify new areas for attention.

One of the key tasks has been to solicit citizen opinions regarding issues facing the City, and to gauge levels of citizen satisfaction/dissatisfaction with various components of life in Brentwood. In March of 2006 a questionnaire was distributed to all households and business owners in Brentwood, to collect opinions on the goals of the 2020 Comprehensive



Plan as well as other pertinent City issues. Two initial surveys were sent: one to residents, and a similar survey to Brentwood businesses. The response rate to the questionnaires was high, with almost 4,000 respondents returning the survey. Their responses and comments were compiled in two reports, one evaluating quantitative responses to the questions and the other compiling individual comments.

A follow-up, second questionnaire was mailed to residents in June of 2006, based upon responses to the first questionnaire and focusing on implementation mechanisms that would address concerns and priorities that were identified in the first questionnaire.

Concurrently, an evaluation of progress in implementing the 2020 Plan was prepared, assessing the status of each of 129 recommended Action Steps in the 2020 Plan. For each, accomplishments were noted, along with work in progress, and observations offered regarding whether or not the goal statement still adequately fits with Brentwood's current priorities.

Accordingly, this 2020 Comprehensive Plan Update assumes that the basic framework of the 2020 Plan remains intact, that the seven goal areas continue to be the organizing structure for discussion, and that the Plan continues to aim at the year 2020 to define the planning period. This Update contains the following sections:

1. This Overview
2. Changed Conditions Since Adoption of 2020 Plan
3. Community Values and Opinions (from 2006 Survey)
4. Recommended Revisions to 2020 Plan Goals Objectives, and Action Steps

It is clear that the City has been aggressive over the last five years in implementing the 2020 Plan. This Update documents the progress and the accomplishments. It is clear that new challenges have emerged that need attention, and this Update addresses those. Substantive recommendations are offered in each goal area.

In terms of procedural recommendations, two key suggestions are offered:

- 1) That an annual report be prepared in January of each year, describing progress on implementation of the Plan and reporting on key statistical indicators of community well-being. (A format for the annual report and a suggested list of indicators are included here.)





- 2) Substantial community buildout is anticipated by 2016. A major comprehensive plan rewrite should be scheduled for 2012, and the focus of the plan should be on a city that is reaching its maximum level of development.

Brentwood citizens report high levels of satisfaction with the quality of life in this community, and optimism about the future. Attention to these planning and growth management issues can be an important part of achieving that future.



2. CHANGED CONDITIONS

There are multiple reasons why it was timely for the Brentwood community to undertake this Update to the 2020 Plan. First, it is generally advisable in a rapidly growing area such as the Nashville Metropolitan Region, to revisit and update plans every five years. Next, implementation of the Plan adopted in 1999 has been vigorous, as described below, and it is timely to remove objectives for which work has been completed or which are no longer consistent with community values and priorities. And most importantly, conditions in and around Brentwood have changed and are changing, as described in this section, warranting a re-visit of the Plan's objectives and Action Steps.

Over the last six years, the period since the last update, conditions and circumstances have changed in Brentwood in the following ways.

Community Accomplishments and Decisions

Interlocal Agreements: A set of Urban Growth Boundaries for cities in Williamson County was put in place in 2001, establishing a framework for growth. In 2002 an agreement was executed with adjacent Nolensville to establish a no-commercial buffer within one-half mile of the mutual boundary. The agreement included lower residential densities on any new development in this buffer area. Pressures for commercial development in Nolensville within the buffer area resulted in recent litigation testing the authority of the buffer agreement. This lawsuit was settled preserving the integrity of the buffer agreement.

Regarding transportation systems, agreements with the State of Tennessee and other cities within the Nashville area have established a system of priorities for funding and construction of road improvements. (More below on the status of transportation improvements.)

Facilities: The City of Brentwood has had a very successful record of accomplishment over the last decade in providing needed community facilities. Parks and recreation facilities lead the list.





The final phase of Brentwood's premier recreational facility, Crockett Park, was completed in 1997, and the programming of activities has accelerated since then. Weekly concerts during warmer weather are now routine along with heavy use of ballfields and a new disc golf course. The park serves as a hub around which Citywide bikeways and greenways are being developed. In 1998 a new community Library was opened. In 2002 the Williamson County Indoor Recreation Center opened, along with the Martin Senior Center and Ravenswood High School. In 2004 Tower Park was completed. Additional land has been purchased for parks purposes, and Owl Creek Park is under construction in eastern Brentwood. Bikeways and greenways have been built. The list of road and utilities improvements is extensive, and is documented in the City's Capital Improvements Program. The conclusion is that the City has grown its facilities infrastructure to accompany the growth in population.

Town Center: In 2003 a plan was adopted for Brentwood's newly-designated Town Center. Seen as an opportunity to create a downtown for Brentwood, the Town Center has become a centerpiece for community attention. A new road and roundabout were constructed to provide better access to and around the Town Center area. A pattern book was adopted in 2005, establishing expectations for the design of buildings and facilities in the Town Center area. The first two buildings have been completed by the private sector. A Town Center Public Parking Facility feasibility study was completed in the spring of 2006.

Land Use Regulations: An ordinance protecting designated historic sites and structures in Brentwood was completed in 2001. The guiding document resulted from detailed preservation planning completed by the local Heritage Foundation.



In response to a desire to widen the range of housing options and to preserve tracts of undeveloped land, Brentwood created a new zoning district called "Open Space Residential Development – Innovative Projects" in 2003. The OSRP-IP district requires a minimum of 65% permanent open space preservation so as to maintain the overall one-acre density standard. The first three OSRP-IP developments were approved in 2004.

Retirement Accommodations: Development



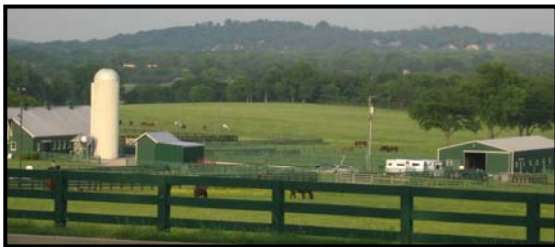
regulations were amended in order to allow approval and development of retirement-age housing. A new continuum care retirement community called The Heritage was subsequently approved, and will be available for occupancy in 2007.

Development Patterns: The City continues to maintain one-acre density residential development as its primary land use pattern, and construction of single-family homes continued at steady, high levels over the last five years. Construction of a planned development recently began on 300 acres at Split Log Road (Taramore). The major focus of single-family home construction is in areas east of Wilson Pike. Non-residential development is limited to approximately 10% of the land area of the City, and continued to focus in the Maryland Farms area and the Cool Springs area. Office vacancy rates continued to be low in Brentwood, recorded at 6.9% in 2005.

With limited level or gently sloping land available in Brentwood, development pressures have shifted the construction of single family homes to steeper terrain. Land disturbance on steep slopes and disruption of hillside and ridge-line vistas have occurred during the last five years. This pattern has resulted in increased interest in amending regulations to better protect hillsides. In addition, land/lot costs have risen to the point that larger single family homes (5,000 sq ft plus) are being built on smaller OSRD lots (1/3 to 1/2 acre), creating certain development challenges (i.e., appropriate scale of home and improvements relative to lot size).



Failed Bond Referenda: Two major initiatives were put before Brentwood voters as bond referenda in 2004, and both failed on close votes. A proposal to use up to \$50 million in bond financing to acquire public open space failed 49% to 51%. A proposal to use bond financing for a project to extend Mallory Lane from Moores Lane to Concord Road, to improve traffic



conditions while creating new commercial development opportunities on the south side of the City, failed 48% to 52%. The Mallory Lane proposal has been discarded, but strong public interest continues in the idea of public acquisition of open space, with much of the attention focusing on the future preservation of the Cal Turner Farm property.



Road Improvements: Aggressive action to address growing traffic issues resulted in an array of road projects during the last five years with focus on strategic widening and intersection improvements. Major projects included Concord Road and Wilson Pike (south) improvements, construction of a new street in Town Center connecting Franklin Road with Wilson Pike Circle, a new signalization synchronization system, and construction of new sidewalks and bike trails. Engineering design is underway for two significant road improvements – Concord Road (East) from Edmondson Pike to Nolensville Road, and Franklin Road (South) from Concord Road to Moores Lane. Both projects have commitments from TDOT to pay for significant construction costs.

Areas of Constancy: It is noteworthy that two significant, notable features that help define Brentwood's identity have not changed in the last five years: support for and implementation of a low-density residential pattern (one-acre per dwelling minimum densities); and Brentwood's 16-year history of no increases in the effective property tax rate (currently at \$.49 per \$100 of assessed property value, the same as it was in 1990).

Community Statistics

Community Size: Within the past five years, the City annexed land that has added five square miles and approximately 2,400 new residents into the incorporated City limits. The current area of corporate Brentwood is approximately 41 square miles. The area that is outside the City limits but currently within Brentwood's Urban Growth Boundary is approximately 7 square miles.

Recent Population Growth: The U.S. Census reported Brentwood's 2000 population at 23,698, and estimated the 2005 population at 32,456 people. The average annual growth rate for Brentwood for the period from 1990-2005 was 4.7%, comparable to the rate experienced in the County as a whole. Table 1 provides a summary of the population trends experienced in Brentwood as well as regional comparison information for the City of Franklin, Williamson County, and part of the Nashville Metropolitan Statistical Area (MSA).

**TABLE 1: REGIONAL POPULATION TRENDS**

	1990	2000	2005	% Annual Change 1990-2005
City of Brentwood	16,392	23,698	32,456	4.7%
City of Franklin	20,098	41,842	53,311	6.7%
Williamson County	81,021	126,638	153,595	4.4%
Nashville MSA	985,026	1,231,311	1,422,544	2.5%

Considerable growth has been experienced since 2000, as evidenced by City building permit data. During the past five years, Brentwood has issued approximately the same number of building permits for single-family homes as it did during each of the past two decades, as illustrated in Table 2, below.

TABLE 2: BRENTWOOD CONSTRUCTION TRENDS

	1980-1990	1990-2000	2000-2005
Total # of Single Family Building Permits Issued	2283	2344	2530
Annual Average of Permits Issued	228	234	506

Future Population Growth Projections:

Current projections anticipate the annual growth rate to moderate in the future to an average annual rate of 3.0% between 2005 and 2016. This would result in an estimated 2016 population for Brentwood of 45,000 people. Note that population growth projections in the original Brentwood 2020 Plan have been exceeded, and build-out is now anticipated by 2016 rather than 2020.

Looking internally at the City of Brentwood, demographic shifts can be identified as being underway. Detailed demographic breakdowns from the 2000 Census were not available at the time of the last update of the City's Comprehensive Plan, but are accessible now. Comparing statistics from 1990 and 2000, patterns emerge. The first and most noticeable is a higher percentage of the housing stock being owner-occupied, indicating that nearly all of the residential construction during the 1990's took the form of owner-occupied dwellings. In 2000, fully 93% of Brentwood's dwelling units were owner occupied. Another notable trend is a gradual general aging of the Brentwood population, with the percentage of the population between 20-39 years of age going down, and percentage aged 55+ going up. The percentage of the older population in Brentwood continues to be lower than the Nashville region overall. Despite this gradual aging of



Brentwood's demographic profile during that decade, the percentage of Brentwood's population that was actively engaged in the workforce remained constant.

TABLE 3: BRENTWOOD COMMUNITY TRENDS			
	1990	2000	Change
Population	16,392	23,698	+44%
Number of Housing Units	5,514	7,889	+43%
% Owner Occupied	88.9%	93.0%	+ 4.1
% Population 0-19	33.6%	5.7%	no change
% Population 20 -39	22.3	14.9	- 7.4
% Population 40-54	30.0	32.1	+ 2.1
% Population 55 -65	8.2	14.0	+ 5.8
% Population 65+	5.9	8.2	+ 2.3
%Nashville MSA population 65+	10.6	10.0	- 0.6
Working persons 16 +	8,003	11,556	+44%
% of Population in Workforce	49%	49%	no change

Schools:

The following table looks at ten years of public school enrollment figures for the Williamson County schools within the City of Brentwood. The growth rates approximately track the growth of the overall population.

TABLE 4: PUBLIC SCHOOL ENROLLMENT			
	Number of Students Enrolled:		Annual % Change
	1995-1996 School Year	2005-2006 School Year	
Elementary Schools	2,447	3,748	4.4%
Middle Schools	1,286	2,102	5.0%
High Schools	1,570	2,719	5.6%
TOTAL:	5,333	8,569	4.9%



Traffic and Transportation

This section will highlight key facts and changing conditions with respect to Brentwood's traffic and transportation circumstances.

Classification of Existing Roadways: The classification of roadways in the City of Brentwood was determined as part of the *Brentwood 2020 Comprehensive Plan*. The classifications for individual roadways were based partly on the physical characteristics of each roadway, the overall function of each roadway segment, and also on access management considerations. Street access standards for properties vary according to the classification of the street involved, and so attention was given to match assigned classifications (with accompanying access standards) to the access management objectives of each segment. The roadways in Brentwood were classified as Freeways, Arterials, Collectors, or Local Roads. These definitions and classifications are carried over into this Update:

Freeways

A freeway is defined as a divided major roadway that is used for through traffic and has no direct access to parcels. Access is provided at grade separated interchanges. The only freeway in the Brentwood study area is I-65.

Major Arterial

There are 16 roadway segments classified as arterial roads. Major arterial roads carry large volumes of traffic between major activity centers. They are designed to carry traffic between neighborhoods and have intersections with collector and local roads. They also provide a connection to freeways. The posted speed ranges from 30 to 55 mph in the study area.

Collector

A collector road has the primary purpose of collecting traffic from local roads or neighborhoods to activity areas within communities. They also carry traffic to arterial roads and freeways. There are 18 collector roadway segments in the study area. The posted speed limit typically ranges from 30 to 35 mph.

Local Roads

The remaining roads in the City of Brentwood are classified as local roads.



A local road is defined as a road that primarily provides access to land. Local roads have lower traffic volumes and are not intended to have significant amounts of through traffic. The posted speed limit on local roads is typically 25 to 30 mph. A map showing how Brentwood streets and roads are classified according to this framework appears in Appendix D.

Existing Daily Traffic Volumes: Average daily traffic (ADT) counts have historically been made in the study area by the Tennessee Department of Transportation (TDOT) on an annual basis. The location of each station is determined by TDOT. Official counts for traffic volume on particular roadway segments vary in part according to when the counts were taken. In order to obtain ADT volumes on the major roadways in the City of Brentwood that do not have a TDOT count station, RPM Transportation Consultants, LLC conducted additional counts. Counts have been recorded for 40 stations in Brentwood either by TDOT or RPM Transportation Consultants, LLC. A map is included in Appendix D. ADT volumes are shown for the year 2006, as well as, for the year 1996 for comparison purposes. At locations where a 1996 count was not available an asterisk is shown on the map.

The areas with the largest increase in traffic appear to be along Concord Road, I-65, and Wilson Pike. On Concord Road, just east of Sunset Road, traffic increased from 3,140 vehicles per day to 11,715 vehicles per day. Between Arrowhead Drive and Wilson Pike the ADT increased from 8,636 to 21,880 vehicles per day. On Wilson Pike, north of Moores Lane, traffic volumes almost doubled, increasing from 4,549 to 8,558 vehicles per day. Finally on I-65 the ADT volumes grew more than 40,000 vehicles per day, increasing from 67,000 to 108,000 ADT.

Historical Traffic Growth: Historical traffic counts were obtained from TDOT for the ADT count stations located within the study area. These annual counts include data for the years 1996 to 2005. An analysis of these counts was performed to determine the traffic growth on these roadways within the study area. The historical traffic growth trend analysis is shown in Table D-1, included in Appendix D.

The results from Table D-1 show that, between 1996 and 2005, the annual growth rates for the roadways studied vary, depending on location. The most recent counts are the most important to consider. The average annual growth rate in the study area, overall, is approximately 5% in the last ten years. Most of the roads that have experienced growth rates over 10% are corridors that lead from the areas that have seen a significant number



of residential developments constructed and carrying traffic from neighboring communities (e.g., roads such as Concord Road, Crockett Road, Moores Lane, and Split Log Road).

Capacity Analysis of Existing Major Roadways: To evaluate the existing roadway network, capacity analyses were performed for the roadways that have an ADT count. The capacity analyses were performed according to the methods outlined in the *Highway Capacity Manual, TRB 2000*. The calculations resulted in the determination of a Level of Service (LOS) for various roadway segments. The LOS is a quality measurement that describes how well a roadway segment operates.

There are six LOS that represent the various operating conditions. They range from A to F, with LOS A being the best and LOS F being the worst. Appendix D contains a table that shows a general description of traffic operations for each LOS.



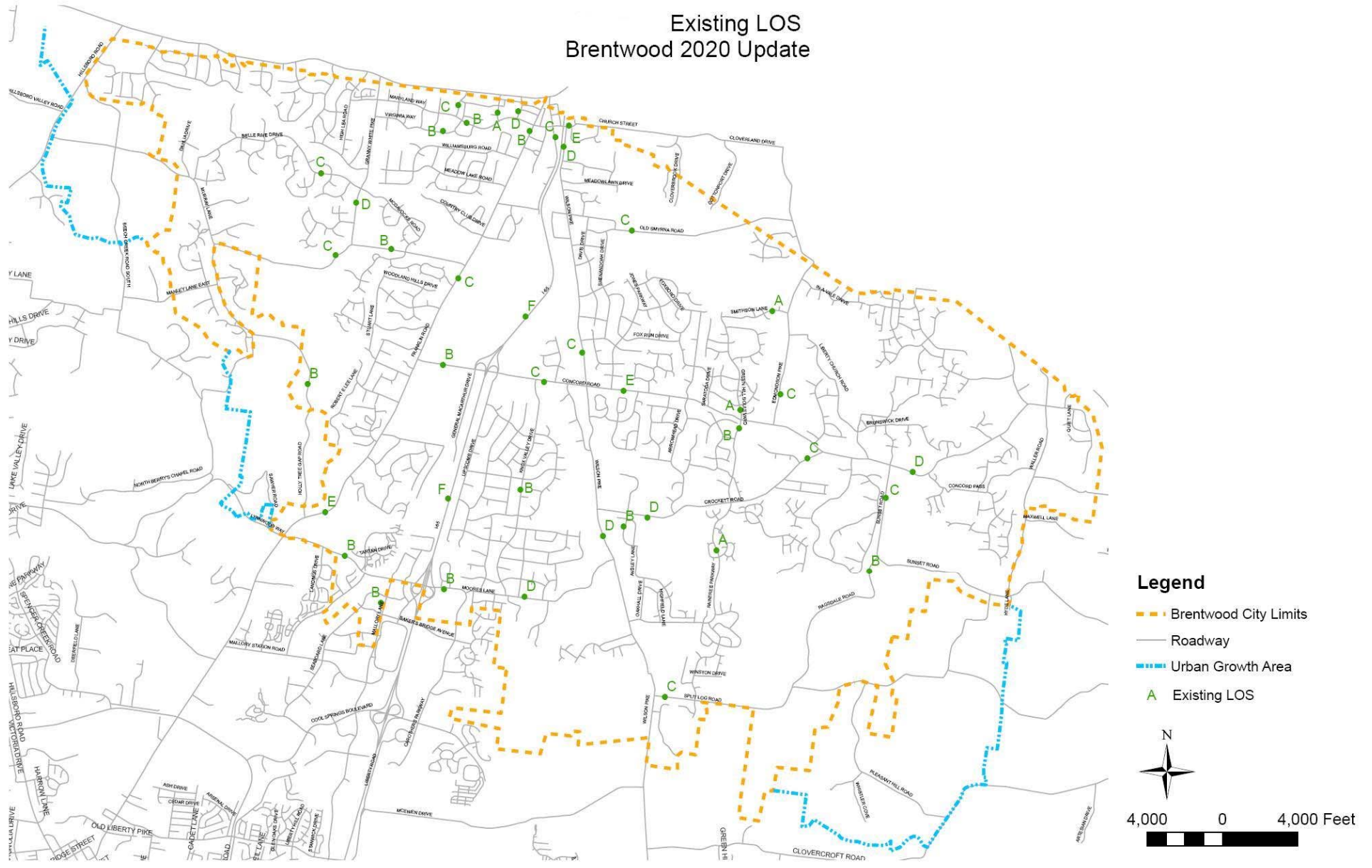
The capacity analyses were performed using the ADT count information provided by TDOT for the year 2005 and obtained by RPM Transportation Consultants, LLC in the spring of 2006. Each roadway segment having an ADT count was analyzed, and a LOS was determined. The results of the capacity analyses are presented in the map on the following page. It is important to note that the LOS does not apply to specific intersections along the roadways. Also, the horizontal and vertical alignments are not included in the LOS rating. Therefore, it is possible for a roadway to have an acceptable LOS, based on the methodology used, even if the roadway has a substandard vertical or horizontal alignment.

As can be seen in the map on the following page, five roadway segments currently operate at LOS E or LOS F. These roadway segments are listed below, with comments:

- Concord Road, east of Jones Parkway, LOS E (designs for widening underway).
- Franklin road, south of Concord Road, LOS E (designs for widening underway).



- East Church Street, east of Wilson Pike, LOS E. (The level of service is E where this segment with four travel lanes ties into a segment with two travel lanes in Nashville's jurisdiction; no Brentwood improvements would improve LOS.)
- I-65, north of Moore's Lane, LOS F (due to major growth in interstate traffic).
- I-65, north of Concord Road, LOS F (due to major growth in interstate traffic).

Existing LOS
Brentwood 2020 Update



Existing Bicycle Facilities: To encourage bicycle trips, it is important to provide safe, well-designed bicycle facilities. When designing on-street bicycle facilities it is important that enough space is provided for the bicyclists to ride comfortably. It is equally important to connect the bicycle facilities between neighborhoods and destinations such as schools, libraries, and commercial areas so that some of the vehicular trips can be replaced by bicycle trips. Although, the paths and shoulder bikeways are not all connected in the City of Brentwood, they do provide a good foundation for future bicycle facilities.

The City of Brentwood has developed an extensive multi-use path system for bicyclists and pedestrians. Several neighborhoods, parks, schools, the library, and the YMCA are connected with the multi-use path system. There are approximately 13 miles of multi-use paths though-out the City. The paths are mostly utilized by bicyclists for recreation purposes. Appendix D



contains a map that shows the locations of existing bicycle facilities. The majority of the multi-use paths are located in newer developed areas south of Concord Road and east of I-65. Crockett Park, River Park, and Concord Park combine to provide approximately 7 miles of continuous multi-use paths. There are also approximately 2.25 miles of multi-use paths along Raintree Parkway. Just north of Belle Rive Drive, approximately 1.3 miles of multi-use paths exist in the Dearborn Arboretum area. Granny White Park and Tower Park each provide approximately 0.9 miles of multi-use paths and Maryland Farms Park provides approximately 0.75 miles of multi-use paths.

In addition to the multi-use path system, there are also approximately 8.5 miles of bike lanes or shoulder bikeways. The bikeways in the City of Brentwood are located on Belle Rive Drive, Murray Lane, Knox Valley Drive, Wikle Road East, Green Hills Boulevard, and Arrowhead Drive.

Two major road projects, Split Log Road from Wilson Pike to Ragsdale, and East Concord from Greenhill Boulevard to Nolensville Road, will include bicycle and pedestrian facilities. In both projects, a ten-foot wide bikelane/sidewalk will be constructed parallel to the street, at least five feet behind the curb.



3. COMMUNITY VALUES AND OPINIONS


As noted in the Overview, a key task in this Update of Brentwood's 2020 Comprehensive Plan has been a community-wide survey of opinion. This method of soliciting input has worked well in Brentwood in the past, and produced a good set of opinions in 2006, gauging levels of citizen satisfaction/dissatisfaction with various components of life in Brentwood.

A similar effort had been a component of the 1999 preparation of Brentwood's 2020 Comprehensive Plan, and response rate to the questionnaire had been very high. An updated survey instrument was designed, building upon the 1999 survey and incorporating current conditions and trends. A decision was made to prepare and distribute a pair of related surveys initially - one to every residence in Brentwood, and one to every business in Brentwood. Then, based upon responses to the first survey, a second set of question was designed with intent to follow-up on issues identified as important in the first survey. Attention was given to phrasing questions in a manner similar to the 1999 survey, where possible, to facilitate comparison of results and identify trends in citizen opinions.

The surveys used for this purpose appear here in Appendix B. The first surveys were mailed out in March, 2006, and responses collected through June. The second survey was mailed out in July, building upon responses to the first questionnaire and focusing on implementation mechanisms that would address concerns and priorities that were identified in the first questionnaire. Data from the survey questions are included as Appendix D.

Data on responses by area within the City are also available, from the City of Brentwood Planning & Codes Department. Responses to survey questions were quite similar from area to area within the City.

Following is a summary report on the surveys, starting with the first questionnaire.


Brentwood 2020 Plan Update
 Community Survey - 2006

1) In what subdivision (area) do you reside? _____

2) How long have you lived in Brentwood? _____

3) Please rate your satisfaction with the following services and characteristics in Brentwood, as compared to other locations in the Middle Tennessee Area. Please circle your responses.

	VERY SATISFIED	SOMEWHAT SATISFIED	NOT AT ALL SATISFIED	DON'T KNOW/NO OPINION		
1. Brentwood's existing roads	1	2	3	4	5	8
2. Number / location of sidewalks	1	2	3	4	5	8
3. Streetscape appearance and landscaping	1	2	3	4	5	8
4. Appearance of public buildings	1	2	3	4	5	8
5. Drainage and storm water runoff	1	2	3	4	5	8
6. Preservation of Historic & Archeological sites	1	2	3	4	5	8
7. Preservation of permanent open space and sensitive environmental areas (hillsides, floodplains)	1	2	3	4	5	8
8. Environmental quality (air, water, etc.)	1	2	3	4	5	8
9. The design (attractiveness/style/layout) of new development	1	2	3	4	5	8
10. Number of parks, playing fields, and playgrounds	1	2	3	4	5	8
11. Quality of parks, playing fields, and playgrounds	1	2	3	4	5	8
12. Indoor recreation facilities (private and public)	1	2	3	4	5	8
13. Fire / Emergency medical services	1	2	3	4	5	8
14. Police	1	2	3	4	5	8
15. Brentwood Library	1	2	3	4	5	8
16. Employment opportunities	1	2	3	4	5	8
17. Variety / availability of housing	1	2	3	4	5	8
18. Convenience of shopping choices / restaurants	1	2	3	4	5	8
19. Quality of public information available via the City of Brentwood website, cable TV, newsletters, etc.	1	2	3	4	5	8
20. Financial management of the City	1	2	3	4	5	8
21. Management of growth compared to other cities	1	2	3	4	5	8
22. Quality of Williamson County Schools	1	2	3	4	5	8

a) Of the items listed above, which do you believe is the most important issue facing Brentwood today? (Insert one number from the list above.) _____

b) And which issue is the second most important? (Insert one number from the list above.) _____

c) And which issue is the third most important? (Insert one number from the list above.) _____

4) Overall, how would you rate the quality of life currently in Brentwood as compared to other locations in the Middle Tennessee Area (quality of life meaning economic, social, and environmental health, well-being, and vitality of the community)? Please circle your response.



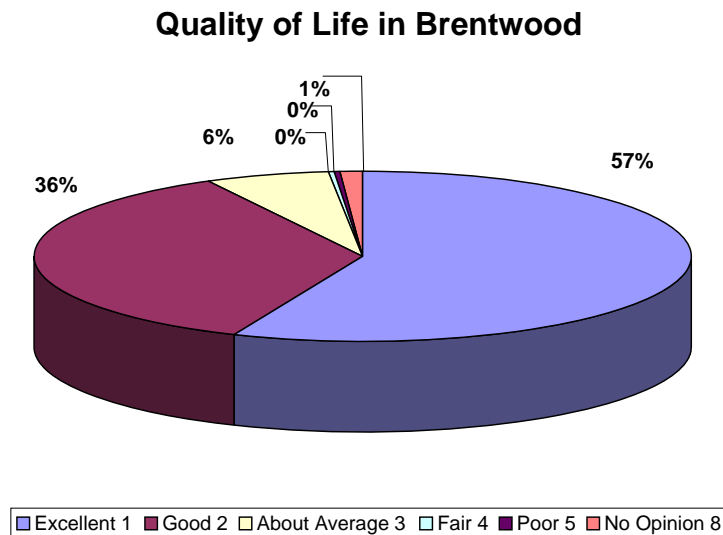
SUMMARY OF RESULTS: SURVEY 1

Design of the survey instruments was a collaborative process between Brentwood staff and the consultant working on this project, Clarion Associates. The residential and business questionnaires were designed and customized to address current issues in Brentwood. Immediately below is a summary of the results from the Residential Survey. Business Survey results then follow.

RESIDENTIAL SURVEY ANALYSIS

General State of the Community

Overall, the survey reveals that residents are overwhelming happy with their quality of life in Brentwood, with the vast majority of respondents (93%) ranking it as "Good" or "Excellent."



Residents also responded that they are quite satisfied with the public services and amenities the city provides. When asked to rate their level of satisfaction with 23 of Brentwood's services and characteristics, the majority of residents responded that they are "Satisfied" or "Very Satisfied" with every listed category, while only a small percentage are unsatisfied with any of the city services or characteristics. Table 1 shows abbreviated results of the services with which Brentwood residents are particularly satisfied.

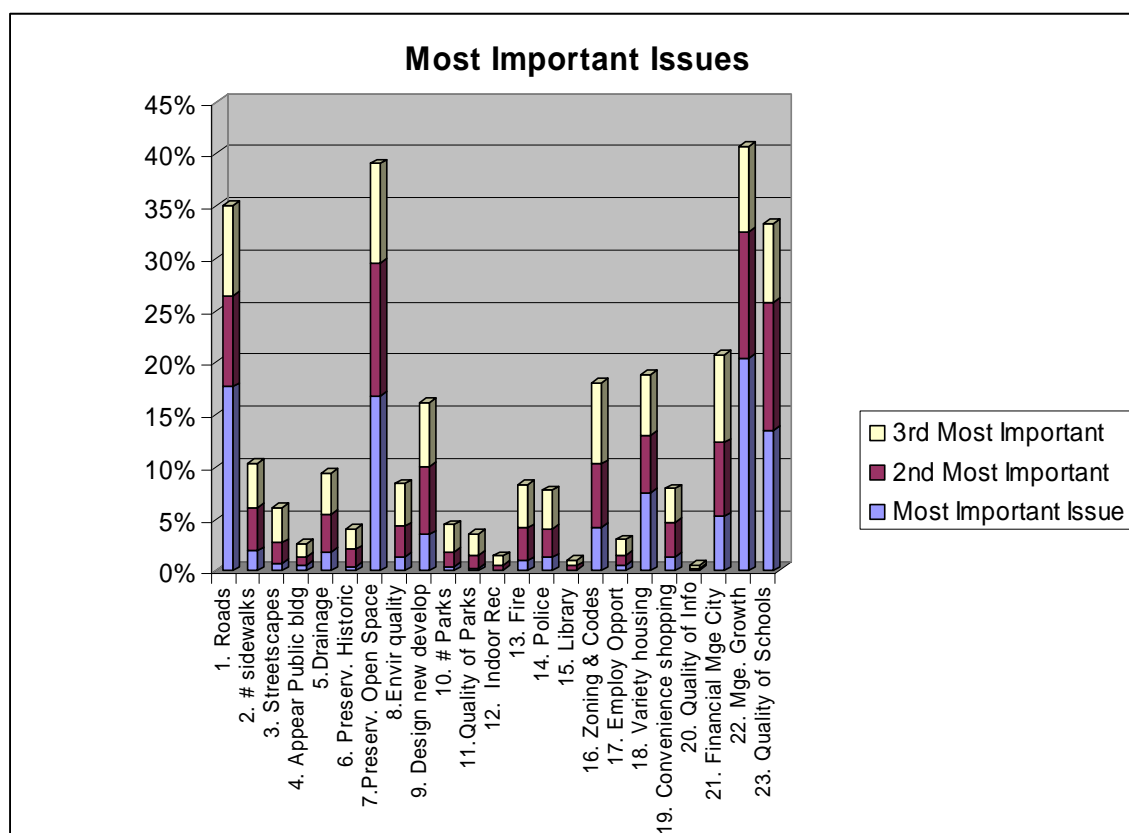
TABLE 1: LEVEL OF SATISFACTION WITH BRENTWOOD'S SERVICES AND CHARACTERISTICS				
#	Service/Characteristic:	Scale:		
		Very Satisfied / Satisfied	Somewhat Satisfied	Less Satisfied / Not Satisfied
1	Brentwood Library	92%	4%	2%
2	Quality of parks, playing fields, and playgrounds	86%	9%	3%
3	Police	86%	7%	3%
4	Fire/Emergency medical services	84%	6%	2%



5	Number of parks, playing fields, and playgrounds	80%	13%	6%
6	Quality of Williamson County Schools	76%	10%	4%
7	Indoor recreation facilities (private and public)	72%	15%	5%

Key Issues

Out of 23 listed services and characteristics, residents responded that *Management of Growth*, *Preservation of Open Space*, and *Existing Roads* are the three most important issues facing Brentwood today.



Management of Growth

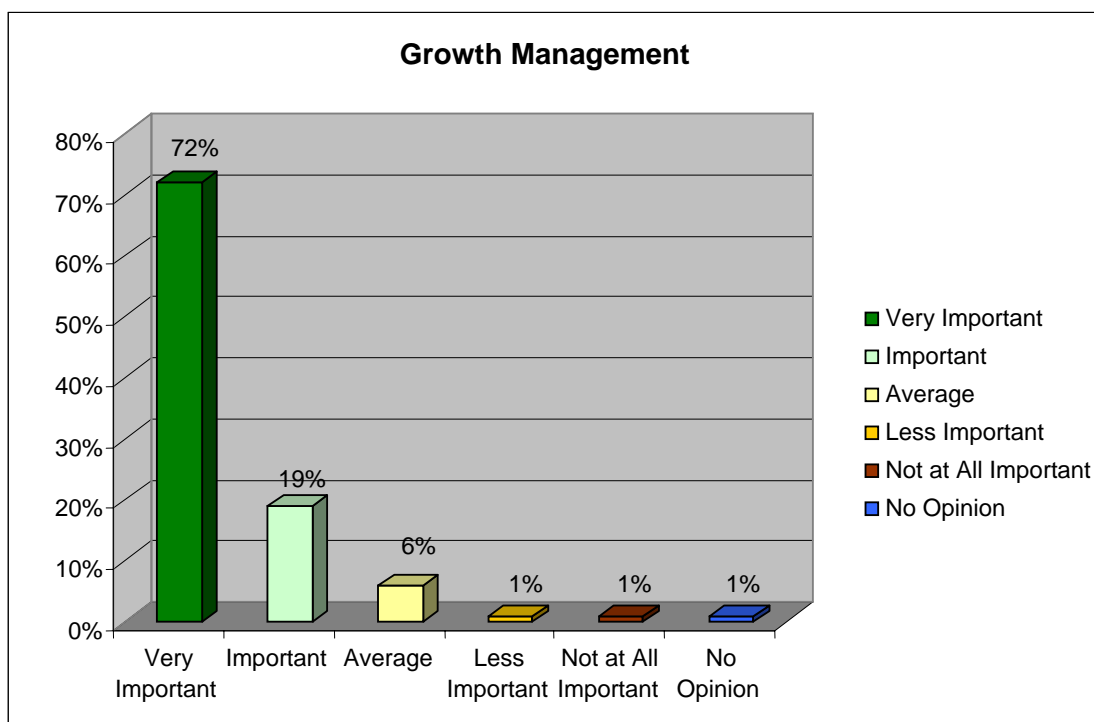
Residents ranked *Management of Growth* as the most important issue facing Brentwood today among the 23 services and characteristics of Brentwood that were listed. Respondents also ranked *Growth Management* as the number one priority of the seven items covered in the existing Brentwood 2020 Plan.

TABLE 2: MOST IMPORTANT BRENTWOOD 2020 ISSUES	
Growth management	43%
Environment, scenic, hillside protection	24%
Residential, services, schools	16%
Retirement provisions	7%



Mobility & Transportation	7%
Commercial opportunities	2%
Community identity	1%

91% of respondents ranked *Growth Management* as “Very important” or “Important.”



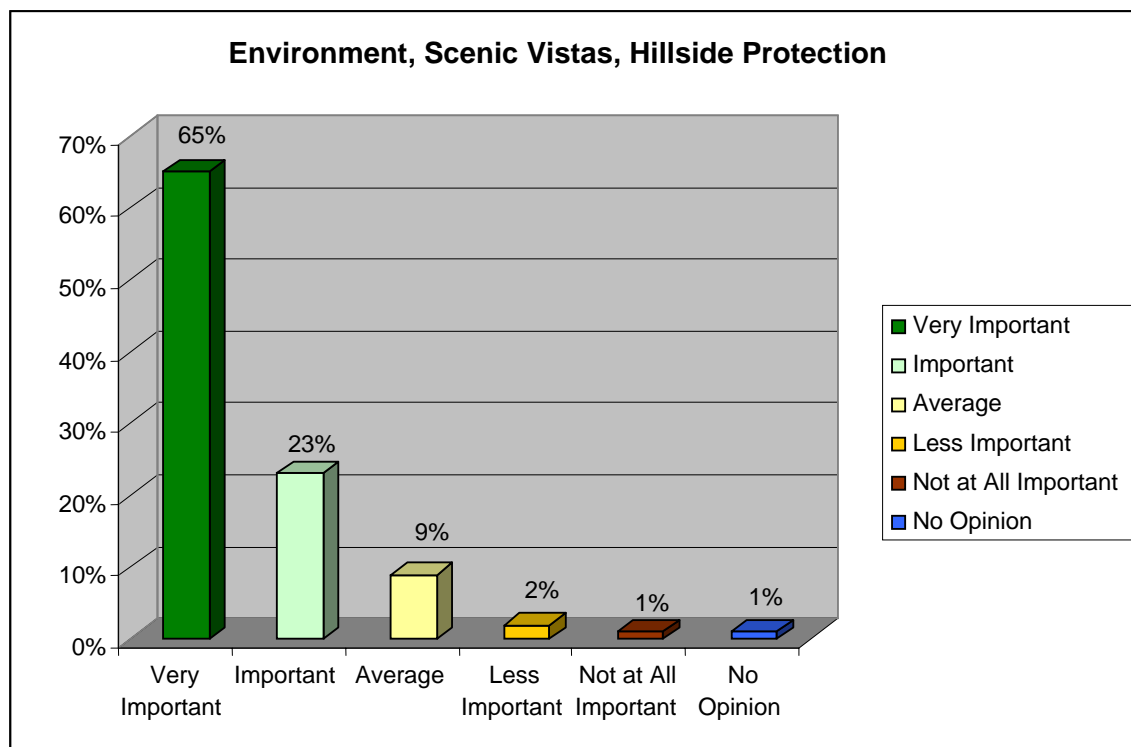
Preservation of Open Space

A second key issue for Brentwood residents is the city’s focus on preservation of open space. 61% of survey respondents think that the *Preservation of the Remaining Farms and Other Large Open Space Tracts in the Community* should be a “High Priority” for Brentwood. When combined with those that think this should be at “Mid to High Priority,” the percentage climbs to 81%.

TABLE 3: FARMS/OPEN SPACE	
High Priority	61%
Priority	20%
Average	10%
Less Priority	3%
Low Priority	4%
No Opinion	1%

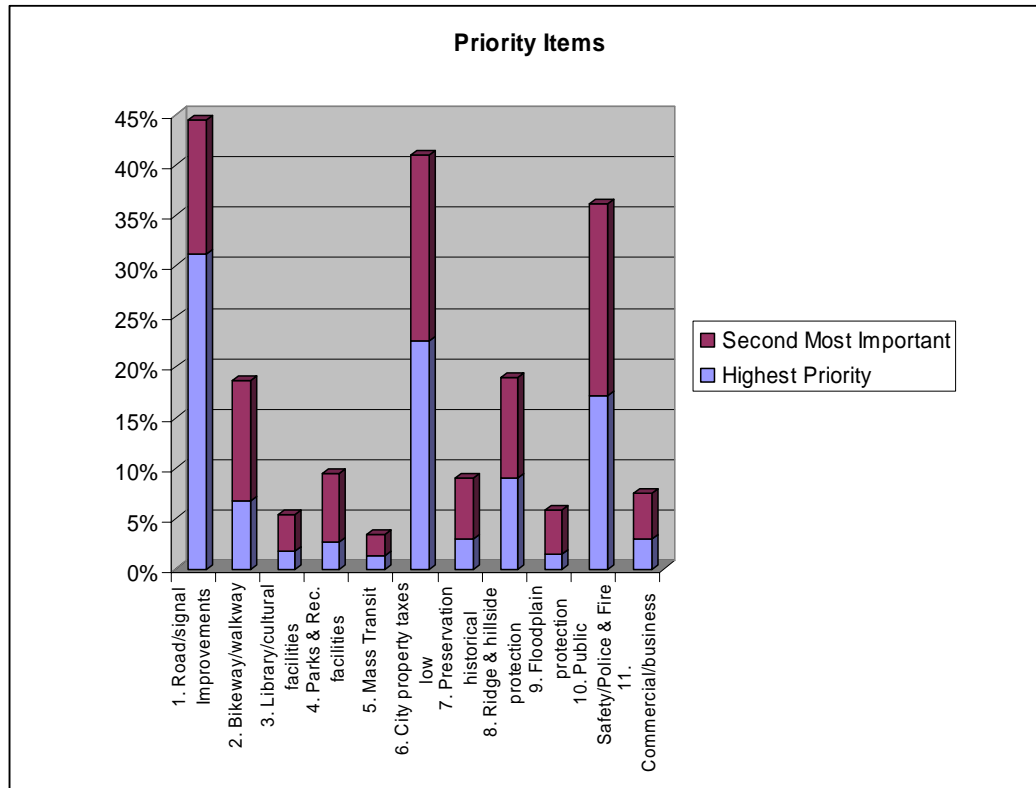


Moreover, among the seven items listed in the existing Brentwood 2020 Plan, a combined 88% of residents responded that *Environment, Scenic Vistas, and Hillside Protection* is “Very Important” or “Important.” It also ranked as the second most important item covered in the existing 2020 Plan, with 24% of residents responding that it was the most important item.



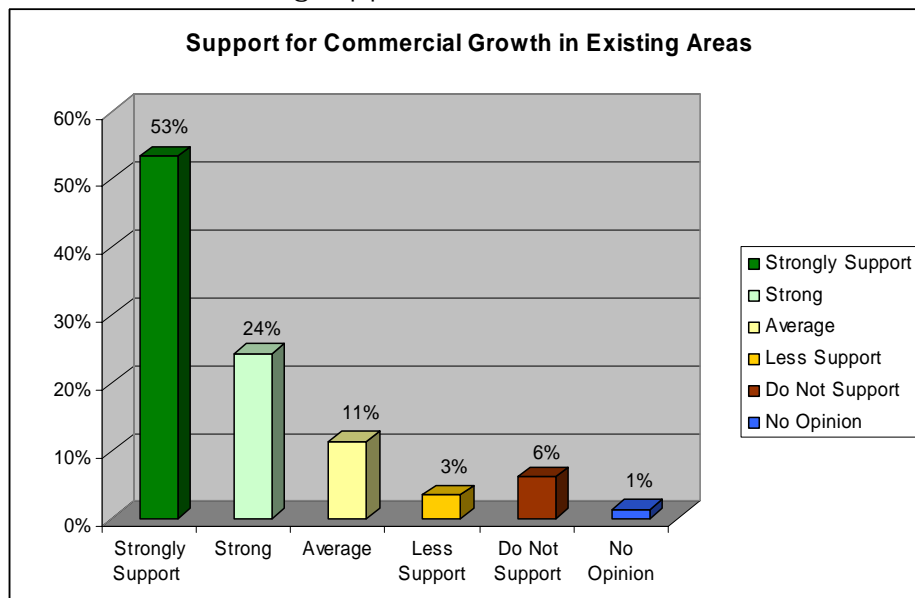
Existing Roads

A third key issue for Brentwood Residents is the quality of the existing road infrastructure. 36% of respondents ranked *Existing Roads* as one of the most important issues facing the community today out of the 23 listed services and characteristics. Furthermore, when given a list of eleven priority items and asked to rank their importance, *Road/Signal Improvements* was the number one priority of residents, as shown below in the graph on page 6.



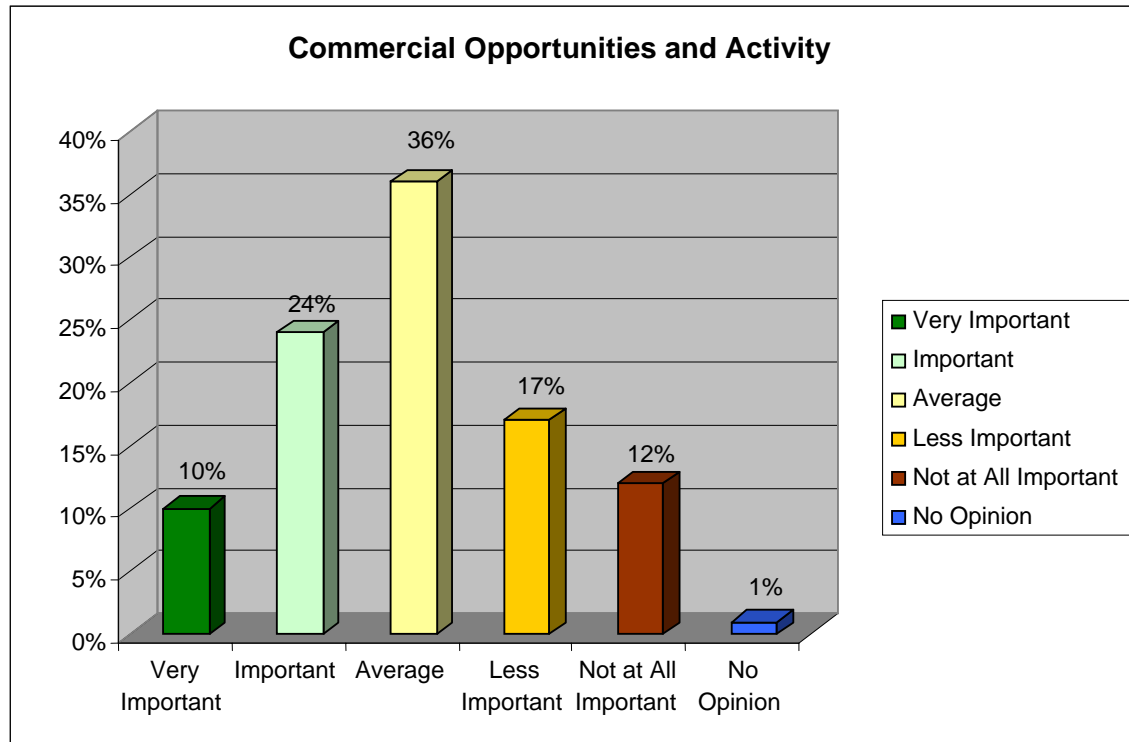
Commercial Development Pattern

The City currently establishes a commercial development pattern that places such uses on its northern and southern perimeters with strong protections for residential neighborhoods. The majority of residents seem to broadly value and support Brentwood's existing direction with regard to economic growth and development. 53% "Strongly support" the existing direction, while a further 24% of respondents have "Strong support" for it.





Economic development does not appear to be a high priority for residents. Only 10% see *Commercial Opportunities and Activity* as a “Very Important” issue covered in the existing Brentwood 2020 Plan. Of the seven items covered in the 2020 Plan, this was the item that survey respondents ranked as least important.



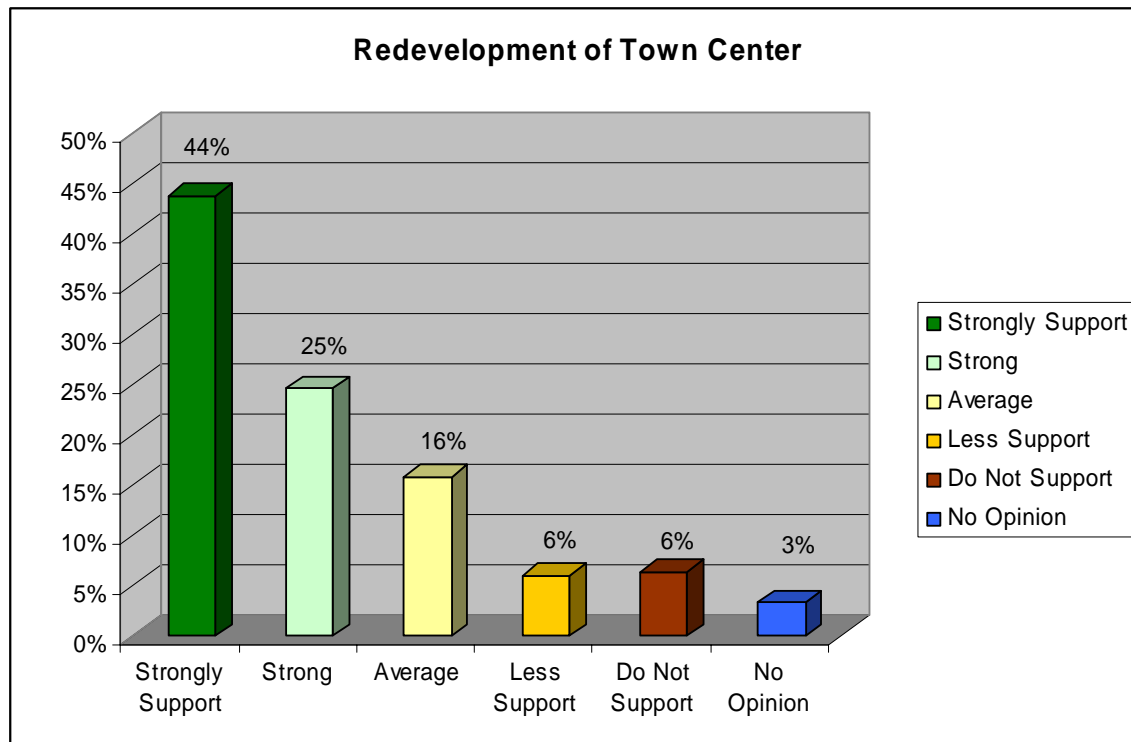
Housing Development Pattern

The majority of residents are satisfied with Brentwood’s traditional housing development standard of not more than one dwelling unit per acre, and respondents generally are not supportive of higher residential density levels. When asked whether or not they support varying types of housing development, residents overwhelmingly indicated the highest levels of support for *Maintaining the Current Residential Development Standard*.

TABLE 4: FOUR DEVELOPMENT STANDARDS							
#	Scenario:	Scale:					
		Strongly Support	Support	Average Support	Less Support	Do Not Support	No Opinion
1	R-2 / OSRD	69%	14%	8%	3%	4%	1%
2	OSRD-IP	22%	22%	19%	9%	27%	2%
3	2+ Residences/Acre	5%	7%	10%	14%	61%	2%
4	Mixed-use	11%	1%	16%	13%	47%	3%



Although most residents do not support mixed-use development in general, a majority do support the redevelopment of the Town Center area into a pedestrian-oriented, small downtown with a mix of retail, office, and residential uses.





- Areas 1 and 2 are generally very consistent, both with each other and with the general consensus.
- Area 5 responses vary the most from the other areas, possibly due to the fact that this is the fastest-growing area of the City. Like every area in Brentwood, the majority of respondents in Area 5 showed strong levels of satisfaction with the town's services and characteristics, and are overwhelmingly satisfied with their quality of life (89% responding that it is "Good" or "Excellent.") But there is also concern here (more than in other areas) regarding issues relating to roads, sidewalks, and transportation. This area is particularly challenged by dealing with road upgrades now in progress.
- Areas 3 and 6 are the most satisfied with appearance issues (streetscape and appearance of public buildings) and with preservation of open space.
- All six areas were consistent with each other, regarding support for the redevelopment of the Town Center.
- Every area is consistently low on support for Mass Transportation.

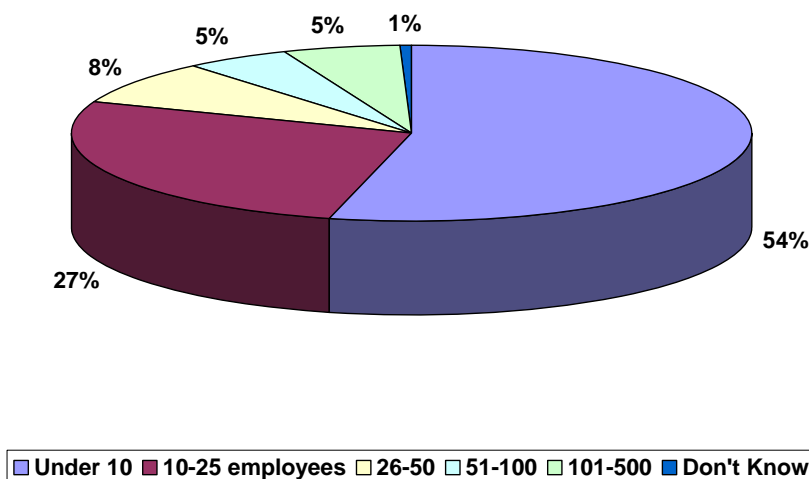


BUSINESS SURVEY ANALYSIS

Employers Generally

Of the 299 employers that responded, the majority are from Maryland Farms, west of Franklin Road. Following that, 29% of respondents are from North Brentwood, east of Franklin Road; 9% from Cool Springs, west of I-65; 7% from Cool Springs, east of I-65; and 1% from elsewhere. The majority of employers that responded have fewer than 10 employees.

Business Survey # of Employees



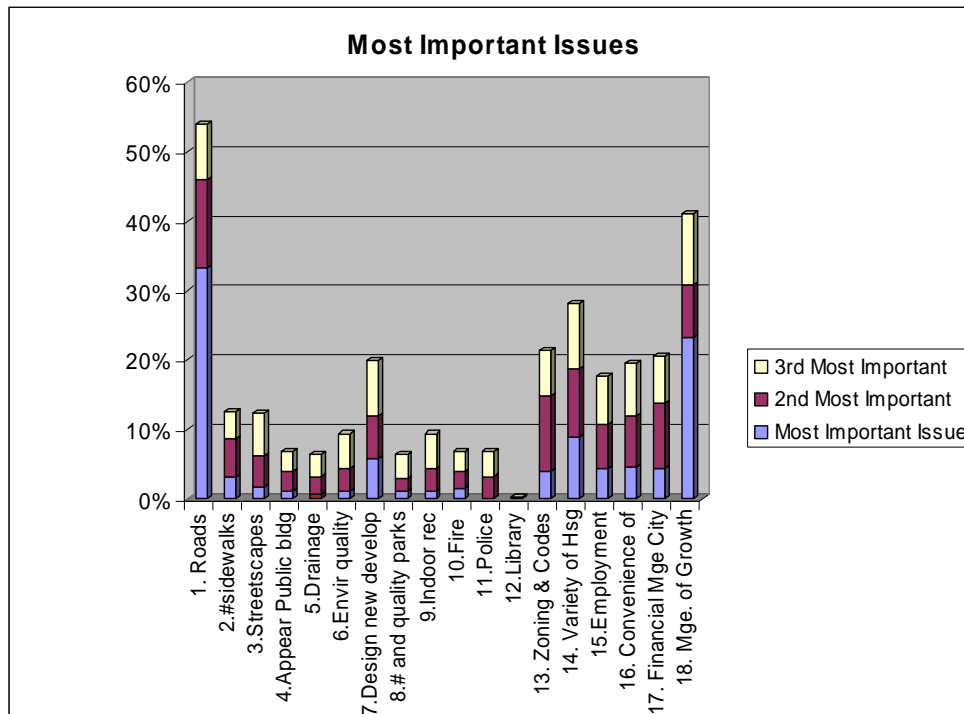
Generally, employers responded that they are satisfied with their quality of life in Brentwood, with a combined 90% finding their quality of life either good or excellent. 76% of employers find the physical attractiveness of Brentwood to be a strength for the town, while 74% find the Middle Tennessee Area location to be one of Brentwood's strengths.

Further, the business community ranks Brentwood's "Available Workforce" and "Convenient Housing" as notable factors for the city. 59% of employers find "Convenient Housing Opportunities" to be a strength for Brentwood, while 66% of employers find the "Availability of Workforce" to be a strength for the community.



Key Issues

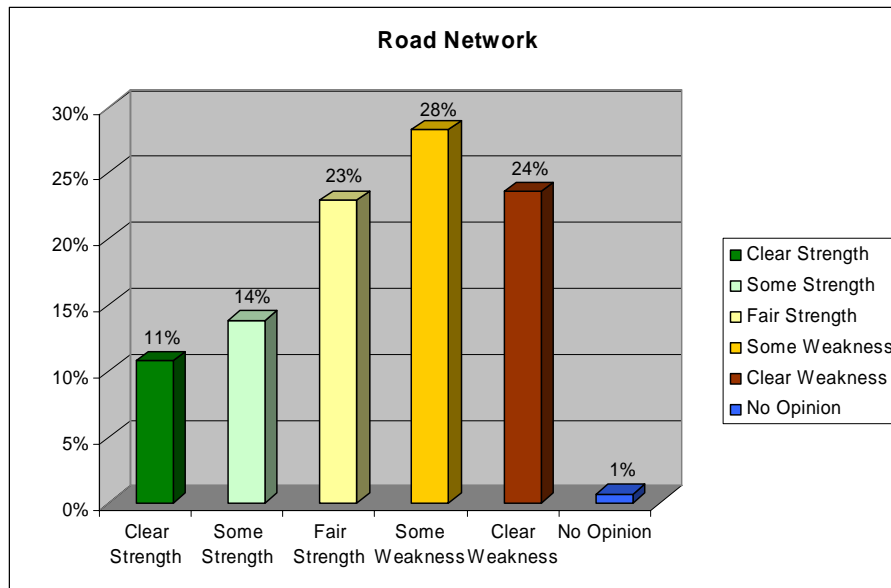
The results of the Business Survey largely parallel the results of the Residential Survey, with Brentwood's road network and growth management being the two key issues.



Like the residents, there is also general support among employers for the redevelopment of the Town Center area, with 66% of respondents supporting or strongly supporting this idea.

Existing Roads

Throughout the survey, employers consistently responded that Brentwood's existing roads are the major issue facing Brentwood today. When asked to evaluate the strengths and weaknesses of Brentwood, employers overwhelmingly responded that the road network was the clearest weakness.



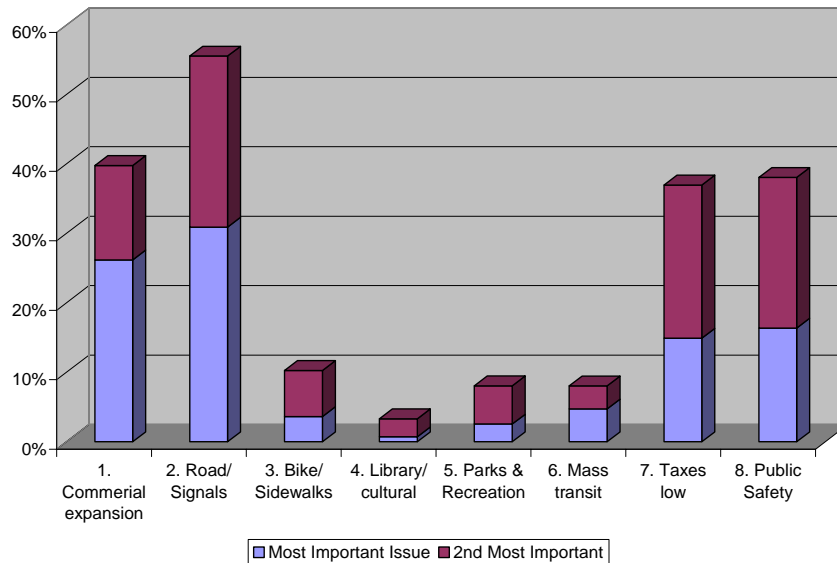
Further, 37% responded that they are less than satisfied or not satisfied at all with *How well Brentwood's existing roads handle traffic*, making it the category that employers are the least satisfied with among the 18 listed. Employers also ranked it as the most important issue facing Brentwood today.

TABLE 5: MOST IMPORTANT ISSUES	
Roads	33%
Management of Growth	23%
Variety of Housing	9%
Design of new development	6%
Convenience of Shop	5%
Zoning & Codes	4%
Employment	4%
Financial Management of City	4%
Number of sidewalks	3%
Streetscapes	2%
Appearances of public buildings	1%
Drainage	1%
Environmental quality	1%
Number and quality parks	1%
Indoor recreation	1%
Fire	1%
Police	0%
Library	0%

Employers also put *Road/Signal improvement* at the top of the list among eight given priorities.

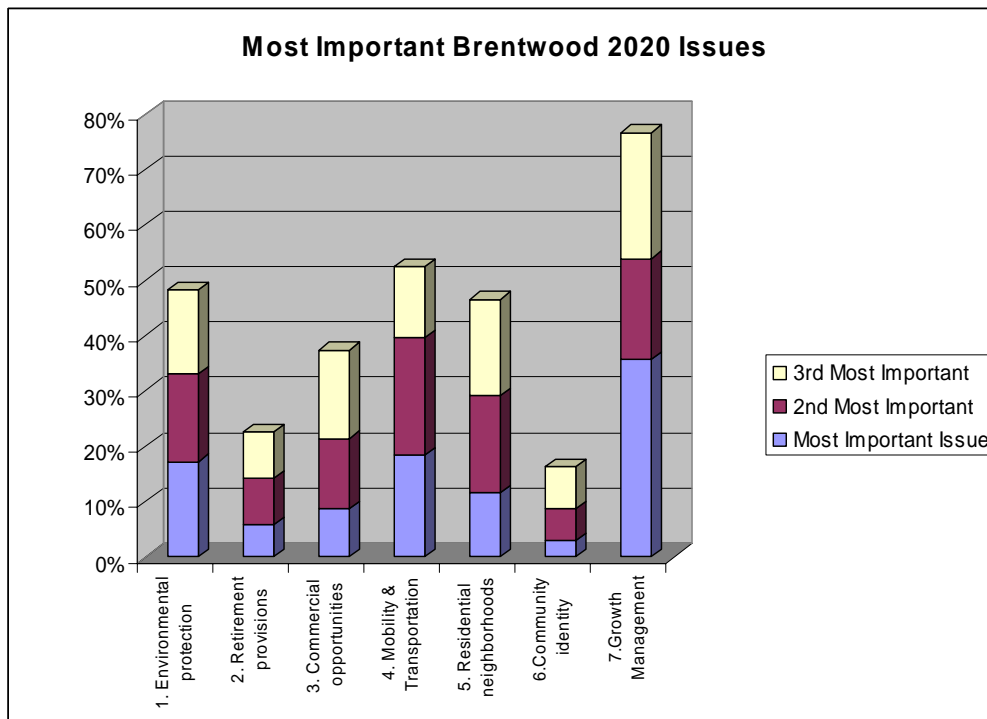


Highest Priorities



Growth Management

Employers, like the residents, also see growth management as a key issue for Brentwood. Of the seven items addressed in the Brentwood 2020 Plan, employers ranked *Growth management* as the most important issue.





COMPARISON TO 1999 SURVEY

A similar survey of community opinion was conducted in 1999, as part of the 2020 Comprehensive Plan preparation. Response rate was high in 1999, as it was again in 2006, reflecting a high level of citizen interest in issues affecting Brentwood.

The 1999 survey was sent to all residences, as was the 2006 survey. (The survey of businesses was a new addition in 2006 and not included in the 1999 work.) The questions in the 2006 survey are updated, and include reference to current and recent conditions in the community. But an effort was made to design questions that would also allow community leaders to track trends in opinions over time.

A table follows, comparing key results in the 1999 survey to responses in the 2006 survey. Several key comparisons emerge:

- The resident population of Brentwood today is slightly more permanent and less transient than was the case in 1999. The percentage of residents who have been here 5 years or less has declined, and accordingly the percentage of respondents who have been here over 10 years has increased to a high number: 58%.
- The strong preference to maintain the community's traditional low-density pattern of residential development (density no greater than one unit per acre) remains very solid. But the percentage of respondents indicating a strong desire to maintain this density pattern has decreased somewhat (91% in 1999, compared to 83% in 2006).
- The strong preference to place high priority on preservation of farms and open space remains intact, and has increased. 71% of respondents indicated in 1999 that this was a high priority, a strong indication of priorities that grew stronger, climbing to 81% in 2006.
- Support for neighborhood commercial development in Brentwood was mixed in 1999, and has weakened since. Support for neighborhood commercial dropped from 48% to 24%.
- Support for interconnectivity of neighborhoods has also dropped. Support was mixed in 1999, but is quite low in 2006.

Question	% Response in 1999	% Response in 2006
Have you lived in Brentwood 5 years or less?	34%	34%
Have you lived in Brentwood 10 years or more?	43%	58%
Do you support maintaining a minimum density of 1 unit/acre?	91%	83%
Should preservation of farms and open space be a high	71%	81%



priority?		
Would you support neighborhood commercial development?	48%	24%
Should neighborhoods be connected with streets?	54%	33%
Should your neighborhood be connected to the adjacent area?	33%	26%

IMPLICATIONS FOR 2020 PLAN

The main purpose for conducting this survey of resident and business opinions is to inform the process of updating the 2020 Plan. This questionnaire methodology in Brentwood is a proven and reliable source for gaining citizen input on important community issues. With results in hand, the task turns to looking again at the 2020 plan to determine where adjustments are needed.

The application of survey results to the 2020 Plan Update process will fully engage when three additional products are produced. First, there will be additional information gleaned from the second, follow-up survey. That survey is out in the public domain, and results will be compiled and analyzed later in the summer of 2006. The second related product is an assessment of implementation actions that have been accomplished as called for in the 2020 Plan. That assessment is also underway at present, and will be available simultaneously with the results of the second questionnaire. The third product is a statistical update of current conditions in Brentwood.

The importance of these related pieces of information is as follows. Taken together, these analyses will tell us:

- What issues are most important to Brentwood citizens and businesses?
- What are the current facts and conditions related to those key issues?
- Of the implementation actions called for in 1999 as part of the 2020 Plan, which have been completed? Which are under way? Which are no longer relevant, either because conditions have changed or because they are no longer a high priority?

With this information in hand, a revised set of Goals, Objectives, and Action Steps can be drafted for consideration.

Preliminary indications, based on this survey information, are that attention to possible revision is probably appropriate in the following areas:



- Goal I: Environmental Conservation, Recreation, & Scenic: Preservation of open space comes out as a top priority in the survey, indicating that additional actions steps should be formulated to increase efforts at preservation and conservation.
- Goal II: Retirement: This goal and related objective do not come out as strong priorities in comparison to some others in the survey. Support remains for initiatives related to retirement issues, but with less urgency than in other areas. With many of the action steps outlined in the 2020 Plan with respect to this issue already accomplished, priority here may not be as high as it has been previously.
- Goal III: Commercial: There are strong indications in the survey results that state what citizens do and do not want in the way of commercial activity. Strong support for Town Center initiatives, coupled with the identified priorities, suggests a re-working of this set of objectives and action steps.
- Goal IV Mobility: The survey suggests de-emphasizing public transit as an option, and suggests continued attention to road improvements.
- Goal V: Residential and Service Institutional: Indications are that no significant changes are needed in this Goal area. Preferences for residential types remain strong for low-density residential development.
- Goal VI: Community Identity: Indications are that no significant changes are needed in this Goal area.
- Goal VII: Growth Management: This Goal area is one of the highest priorities of residents. Satisfaction levels with Brentwood are very high and residents assign very high ratings to Brentwood's quality of life (93% rate quality of life as excellent or good). But there is also concern about the future given current growth pressures. The survey results suggest that discussions about how best to continue Brentwood's focus on growth management would be useful.



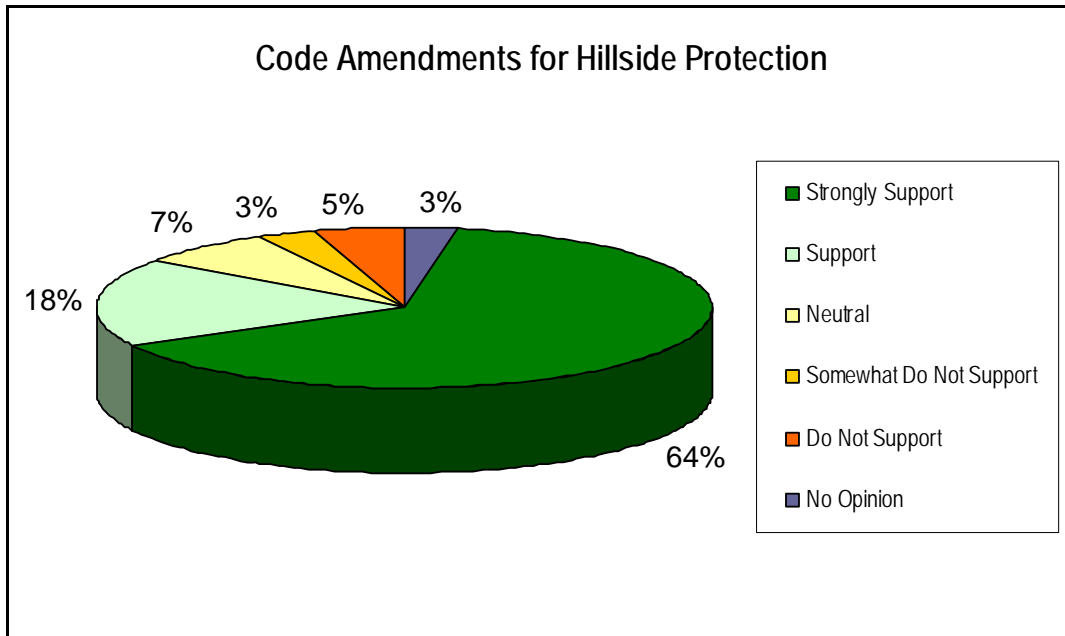
SUMMARY OF RESULTS: SURVEY 2

Several major themes emerged from citizens' responses to the first survey including the desire to preserve the open spaces and hillsides of Brentwood, the City's need to make road and traffic improvements, and concerns about growth and future development in Brentwood. Building on these themes, the second survey attempted to refine the issues and determine how the residents would like them to be addressed and funded. The second survey focused on these key issues:

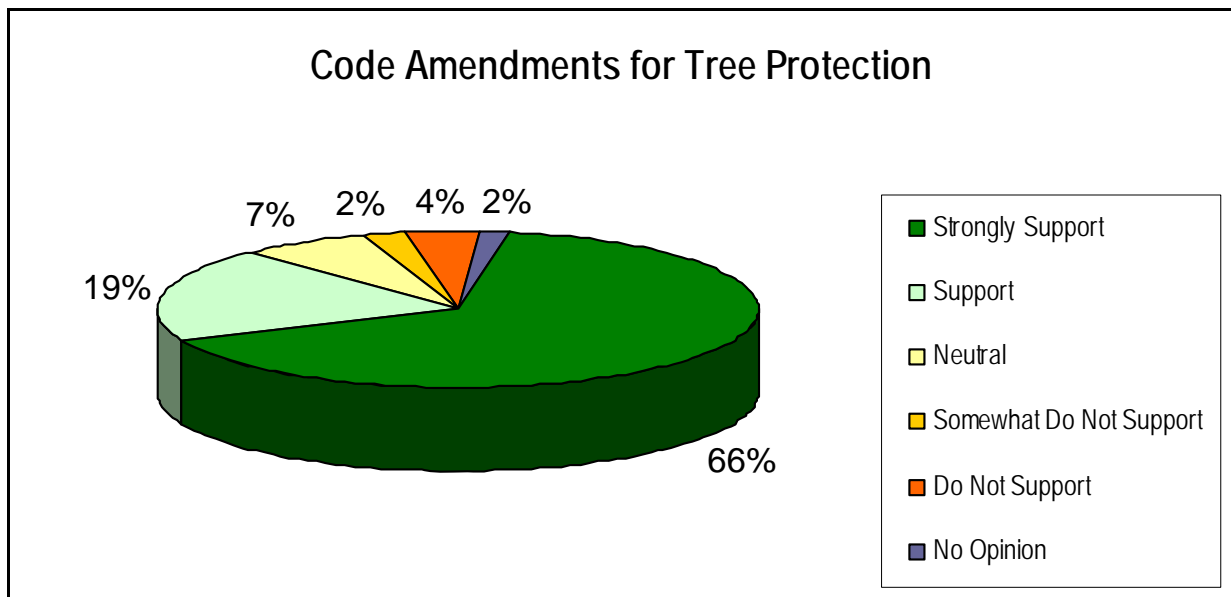
- Preservation of Open Space
- Road and Traffic Improvements
- Other Growth Management Issues including Funding Strategies, Town Center, and Retirement Housing Options

Preservation of Open Space

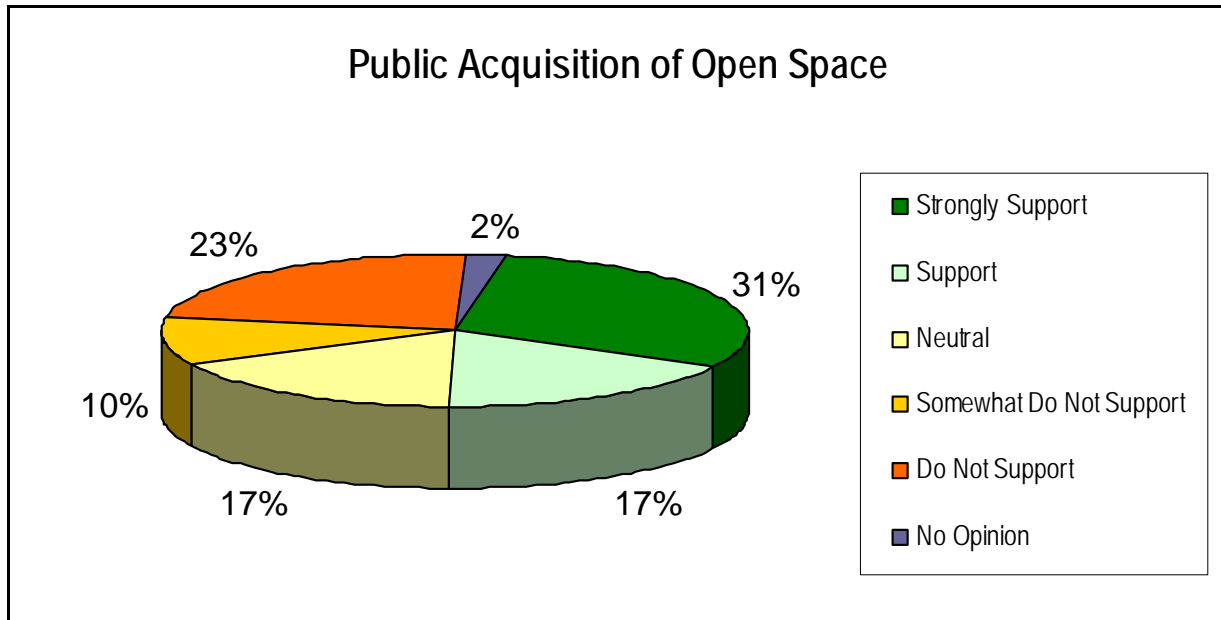
In the first survey, 65% of citizens responded that Brentwood's 2020 goal of *Environment, Scenic Vistas, and Hillside Protection* is "Very important" to them. As a result of those responses, citizens in the second survey were asked to rank their support for three potential initiatives that would address the preservation of open space, hillside protection, and land conservation. Results from the second survey generally confirm the responses from the first. A majority of respondents, 82%, expressed support for Code Amendments to further reduce housing development on steeper hillsides.



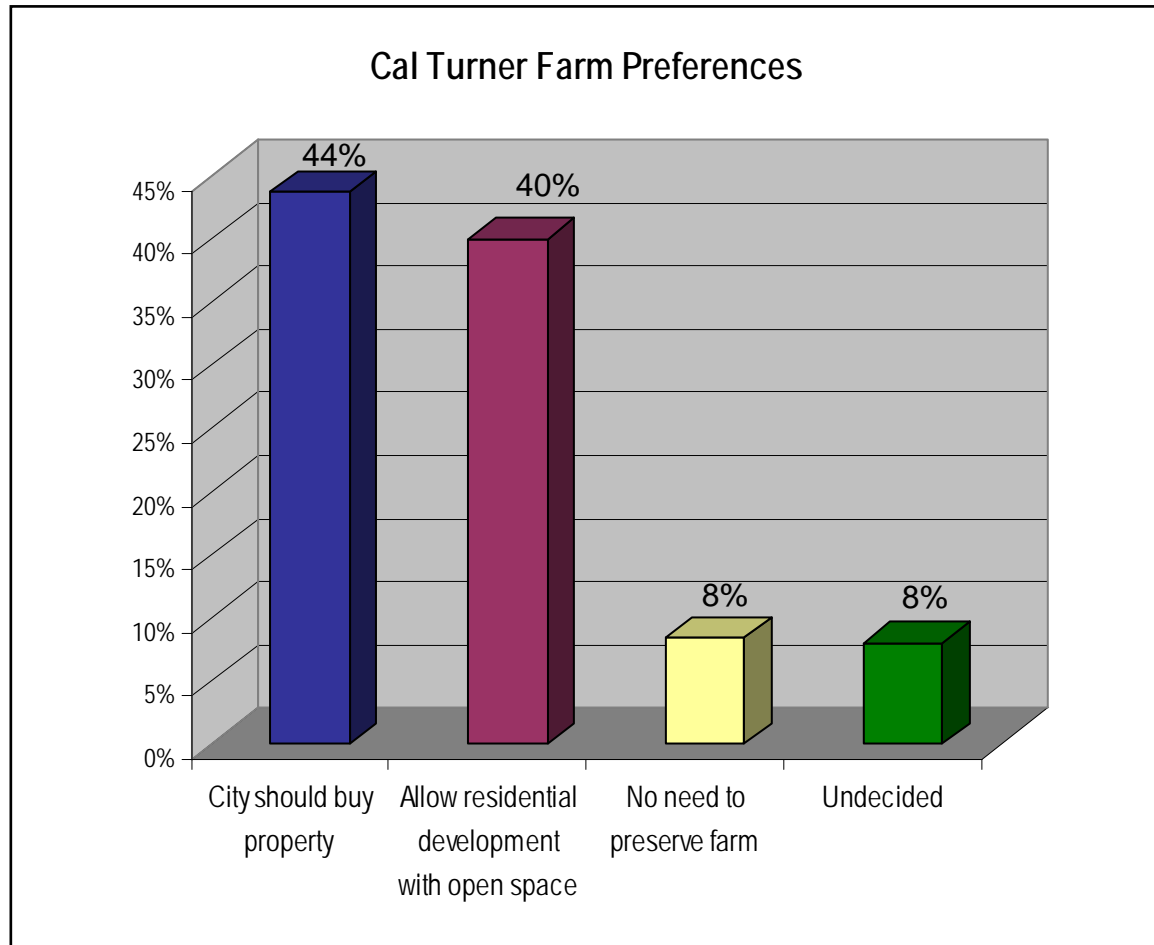
In a follow-up question, 85% support Codes that would reduce the visibility of development through tree protection.



Overall, 48% of residents expressed support for public acquisition of tracts to create public open space. This percentage of support closely mirrors the results of a recent unsuccessful bond referendum proposing bond financing for open space acquisition. That referendum failed on a 49% affirmative vote. There appears to be a strong, consistent level of support for public acquisition of open space, but that support appears to be short of majority consensus.



The major piece of open space in Brentwood is the Cal Turner property. This centrally located, highly visible, visually attractive landscape is important to Brentwood residents, and respondents to the first survey expressed their opinion about that, both in answers to questions and also in general comments. When asked what action respondents might support regarding preservation or acquisition of the Cal Turner property, responses were mixed. 44% answered that the City should purchase the property for permanent green space (consistent with the 48% support for public acquisition of open space in general). 40% responded that the City should encourage a residential development plan with substantial open space preserved. Again, consistent with responses and comments in the first survey, only 8% responded that there is no need to preserve the farm.



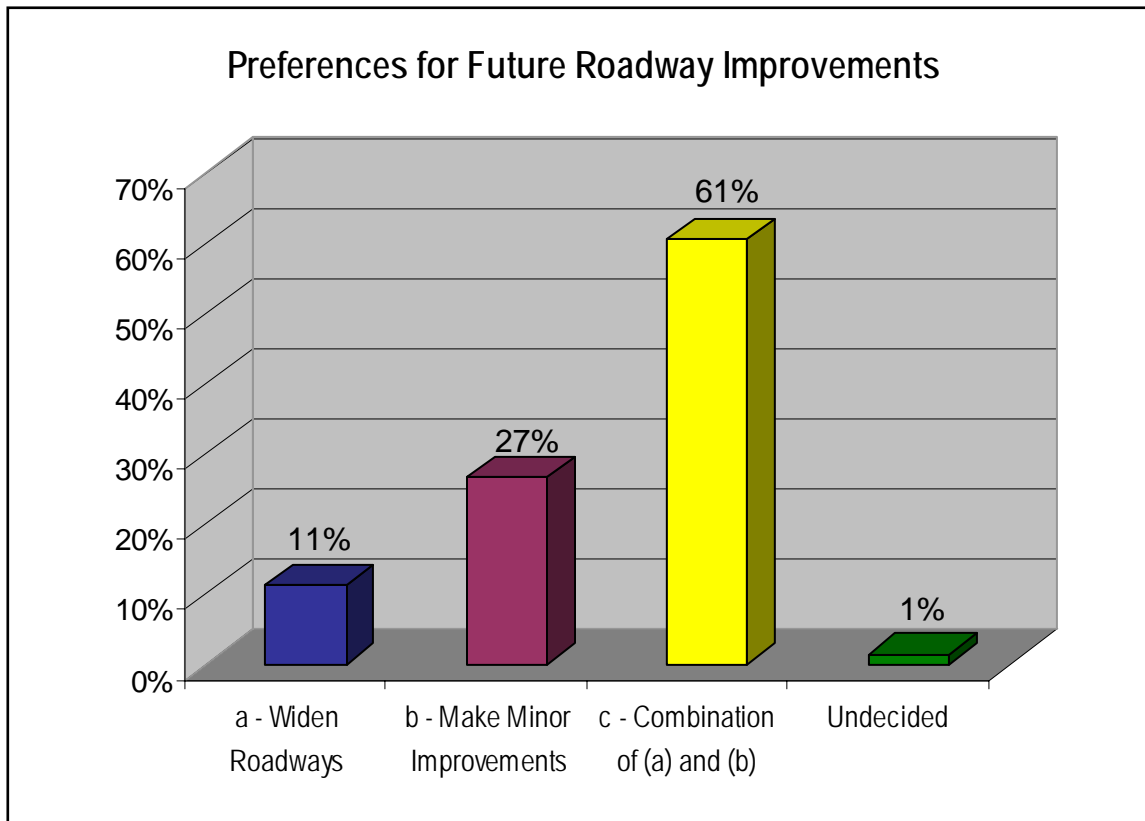
Road and Traffic Improvements

Another emerging theme from the first survey was resident concern with the adequacy of existing roadways and growing traffic congestion in Brentwood. When presented with a list of items not specifically identified as goals in the current version of the Brentwood 2020 Plan, 31% responded that “Road and Signal Improvements” is the most important item for the City to address.

For that reason, several questions in the second survey queried residents regarding potential initiatives that would address these concerns, including asking about preferences for future roadway improvements. As seen below, 11% responded that they would like the City to focus on widening major roadways, despite the fact that trees and other scenic

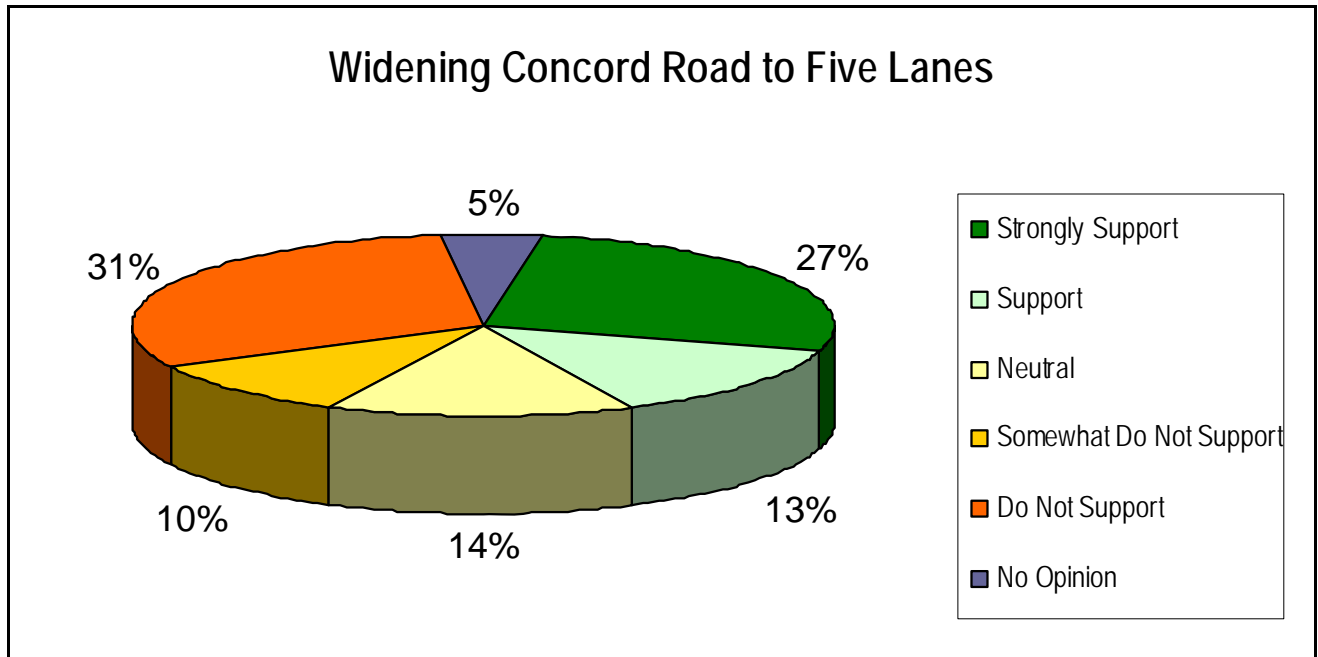


qualities would be removed. 27% requested that the City provide for minor safety improvement with a priority on preserving scenic qualities. The majority, 61%, prefer a combination of the two options – improving roads, while relocating trees and other aesthetic qualities where trees cannot be preserved. The overall picture is that 99% of respondents indicated interest in some level of roadway improvements.

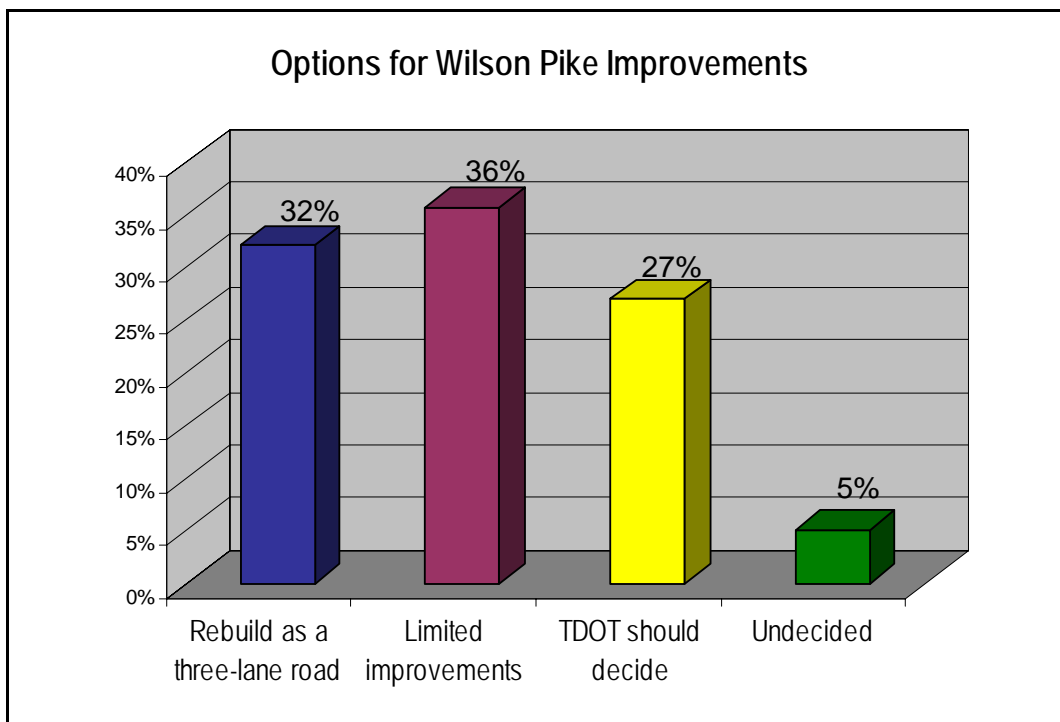


Residents' support for various approaches to addressing traffic congestion was fairly evenly distributed in the last survey. Therefore, the second survey attempted to refine the responses with several questions addressing specific projects, including the plan for improving Concord road, the extension of McEwen Drive, and the improvement of Wilson Pike.

Residents gave mixed responses on whether Concord Road should be widened to five lanes. While 40% expressed support for the proposition, 41% did not support the widening of the road.

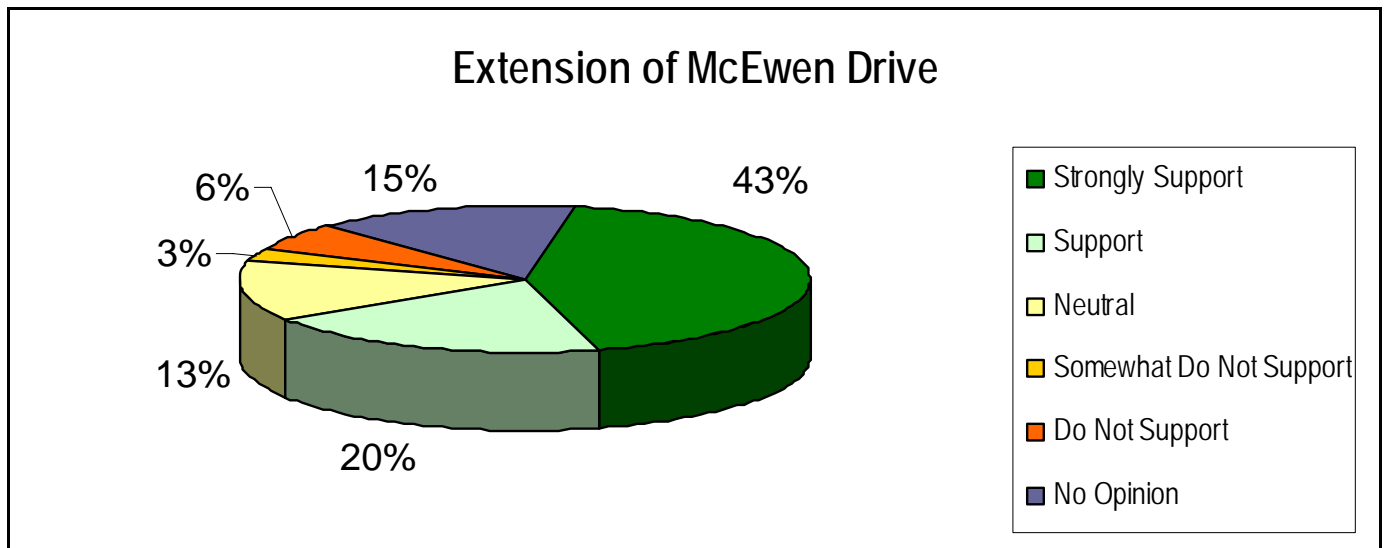


Resident responses were also mixed regarding what type of future improvement is preferred for Wilson Pike. While 32% would like to see it rebuilt into a three lane road, 36% support only limited improvements, and 27% prefer TDOT to decide what improvements are best for the area. These responses are illustrated in the following graph.





By contrast, there is clear support for extension of McEwen Drive eastward to connect to Clovercroft Road (63%). This extension would be an important addition to Brentwood's road network, and it is significant that it enjoys strong support.



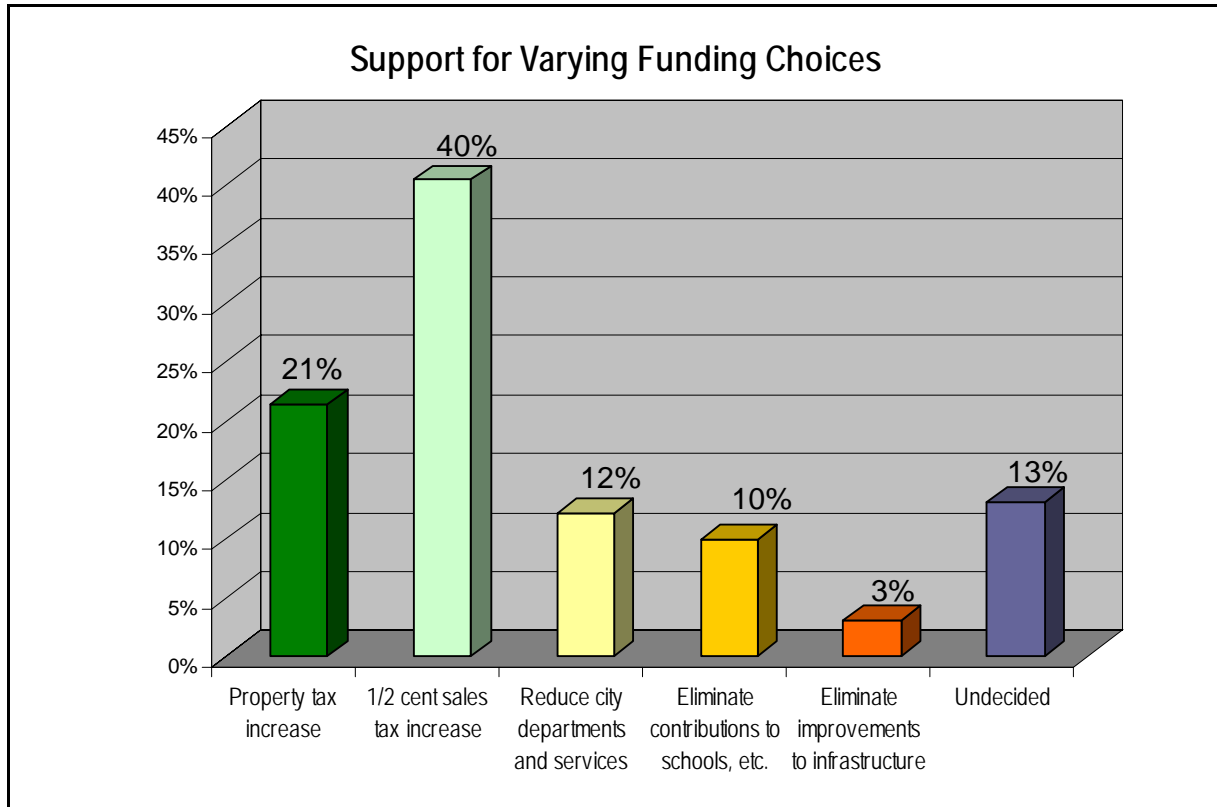
Other Growth Management Issues

Along with questions addressing preservation of open space and road and the improvement of roads and traffic congestion, the survey also addressed several other issues. These issues included support for varying funding choices for City services, growth management strategies, support for a parking garage for the Town Center, housing options for senior citizens, and the lack of sidewalks in Brentwood.

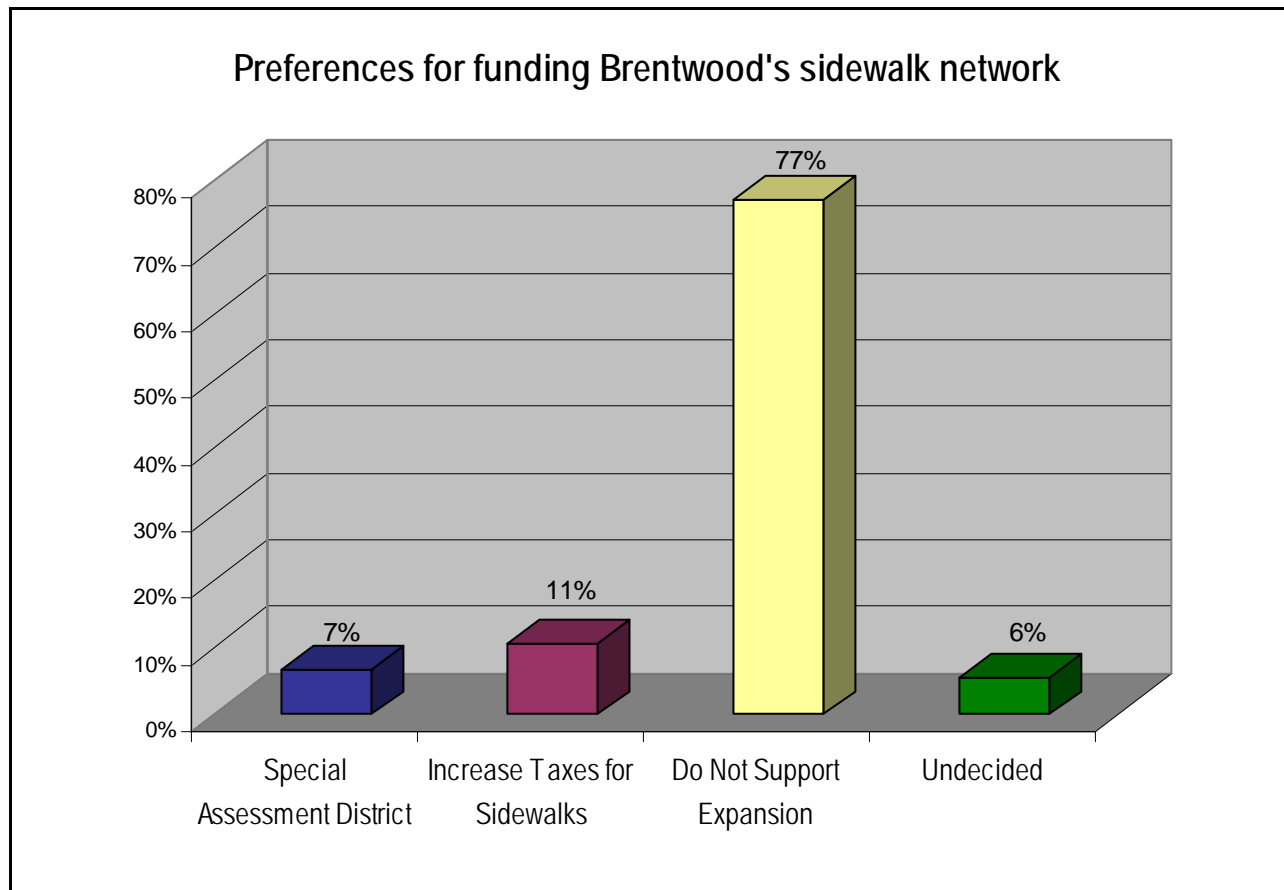
The first survey revealed a desire by residents to maintain and improve city services while keeping city property taxes low. When asked in this survey how they would prefer the City fund these various services, however, a majority of respondents (61%) indicated support for slight increases in property and sales taxes, while only 12% expressed support for reducing services. Another 10% suggested eliminating contributions to schools and other organizations in Brentwood, and 3% suggested ceasing improvements to infrastructure. As is evident from the following graph,



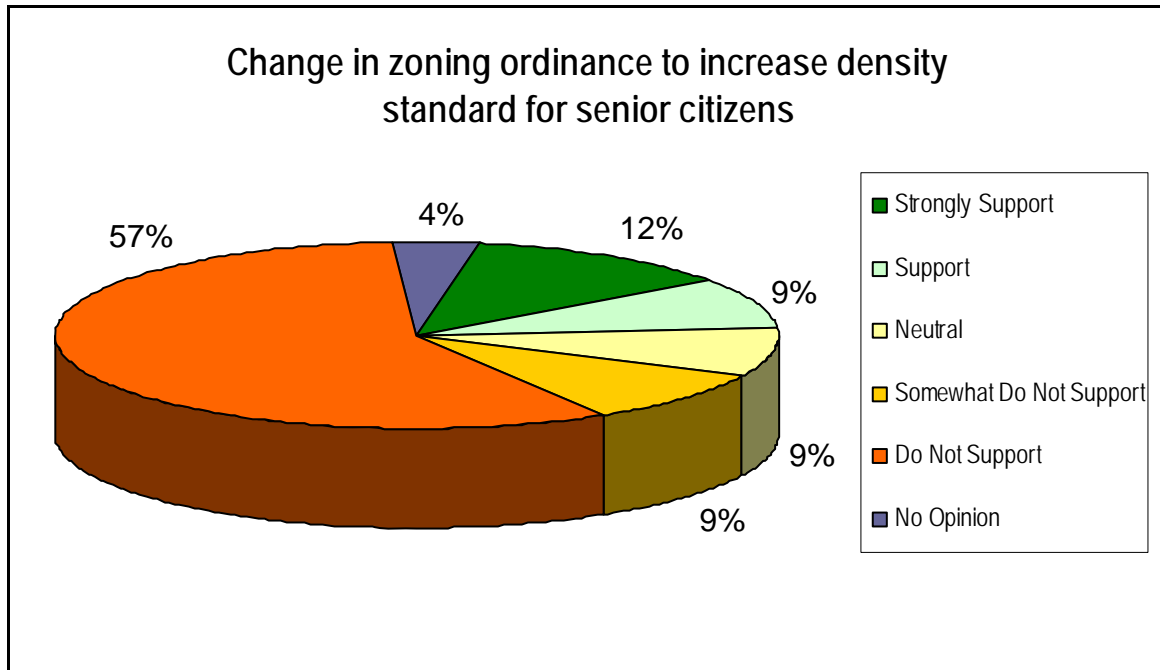
support for an increase in the sales tax was the highest, garnering 40% support of the residents, followed by 21% resident support for a property tax increase.



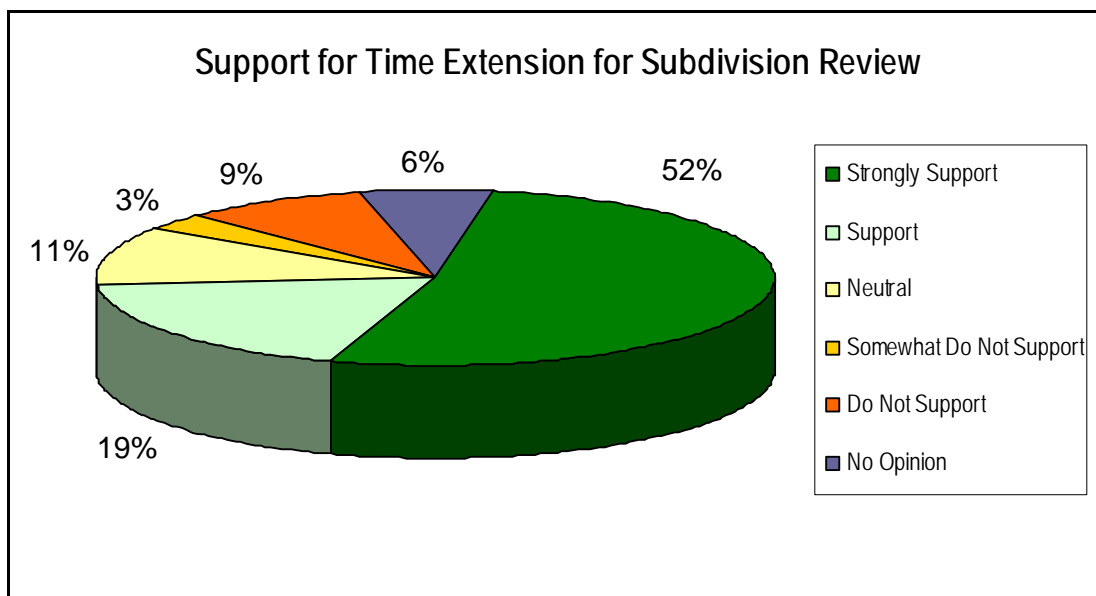
One of the major City services that Brentwood residents in the first survey responded was lacking was adequate public sidewalks. Out of a list of twenty-three City services, including the school system, the financial management of the City, existing roads, and fire and police services, the availability of sidewalks was the only service with which residents expressed a significant level of dissatisfaction. When asked how they would like these sidewalks to be funded, however, residents overwhelmingly responded that they would not support an expanded sidewalk program if it required them to pay an additional assessment fee or tax.



The lack of available housing options for senior citizens was also of some concern to residents in the first survey. When asked in this survey if they would support changes to the zoning ordinance to allow for more than 1 dwelling unit per acre specifically targeted to senior citizens, however, residents responded that they do not support that idea. (66% do not support, as indicated in the following chart.) This statistic also reinforces the findings of the first survey, which showed strong support for maintaining the one-acre density as the standard in Brentwood.

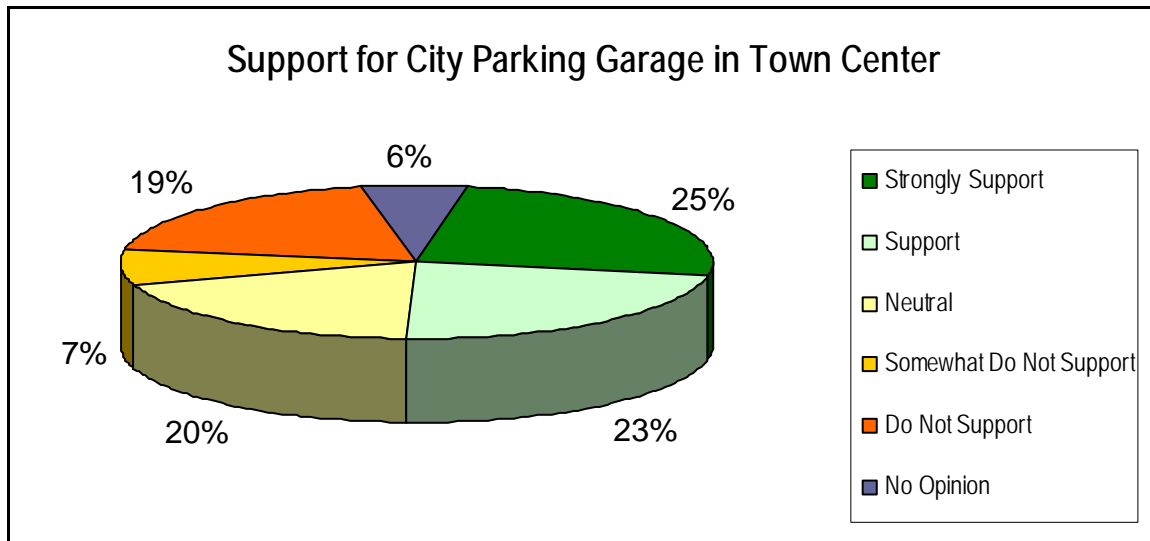


On another topic, residents in the first survey indicated high levels of support for more aggressive strategies to manage growth and control development. Of the seven current goals of the Brentwood 2020 plan, residents ranked Growth Management the number one issue facing Brentwood today. One measure the City can take to help manage the rate of growth is to lengthen the time the City has to review and approve new subdivisions. In this survey, most citizens (71%) responded that they would support a City effort to encourage changes in State law to allow for a longer review period for approval of subdivision requests.



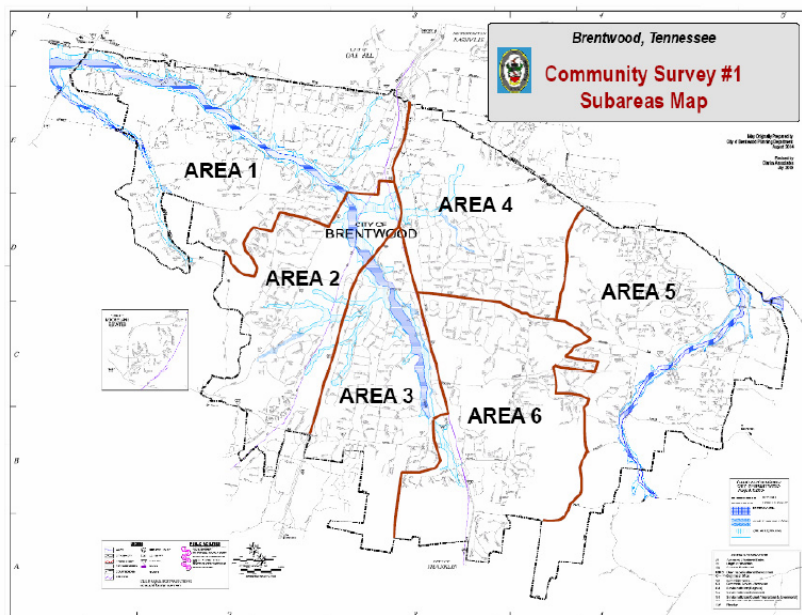


The first survey also indicated general support for the development of a Town Center into a pedestrian-oriented, small downtown with a mix of uses. As parking would be critical to the success of such a development, the survey addressed whether residents would support a City-funded construction of a public parking garage to service the new development. Though support is not overwhelming, only 26% of respondents do not support the construction.



Area by Area Response Patterns

As in the first survey, responses were collected and compiled by geographic area of the City. The areas are shown in the following map:





The responses to the questions in this second survey, however, were consistent and uniform across geographic areas. An example appears below, for a question that has a geographic component to it: road improvements to a specific street, Concord Road. Responses were similar across the City.

TABLE 1: AREA BY AREA COMPARISONS OF SUPPORT FOR WIDENING OF CONCORD ROAD

	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
Strongly Support	24%	21%	27%	26%	33%	29%
Support	15%	15%	11%	14%	11%	16%
Neutral	16%	16%	16%	13%	10%	14%
Somewhat Do Not Support	9%	10%	15%	10%	9%	11%
Do not Support	27%	29%	27%	34%	37%	27%
No Opinion	9%	9%	5%	3%	0%	3%

Conclusions

Looking at responses to this second survey, with consideration to responses to the first survey, patterns of opinions and preferences emerge. Key themes are:

- Citizens value the high quality of life in Brentwood, and are satisfied with existing development patterns and quality of municipal services.
- The impacts of new development in and around Brentwood raise concerns. Key among these is concern about conserving open space. A second key concern focuses on growth in traffic and accompanying levels of traffic congestion.
- There is support for public initiatives to preserve open space and trees, improve roads, and protect hillsides. Preference is to pursue initiatives in these areas that minimize impact on local fees and taxes.
- Citizens express willingness to see local taxes increase rather than see a decline in services.
- There is concern about housing options for older adults and retirees, and support for initiatives to provide choices; but not at the expense of departure from the one-dwelling-per-acre standard that is a fundamental characteristic of Brentwood's development patterns.



These opinions and preferences suggest changes that should be considered in the update of the Comprehensive Plan.



4. REVISED GOALS, OBJECTIVES, ACTION STEPS

This section provides the central core of the Brentwood 2020 Update, providing the ongoing basis for public policy and programs in succeeding years. The section offers a revised, updated set of Goals, Objectives, and Action Steps for the Brentwood Comprehensive Plan.

Note that a separate Brentwood 2020 Update Appendix complements the principal Update document. This appendix contains a plan implementation matrix, and copies of all questionnaires used in the Update survey. The appendix also provides more detailed traffic/ transportation information, and the complete survey results.

The mentioned implementation matrix in the appendix includes tables that list all existing Action Steps that are part of the existing 2020 Comprehensive Plan. Many of the Action Steps have been completed, as noted in the matrix, and those completed items are deleted from this Update document. Also deleted are items that are no longer relevant today in Brentwood (e.g., extension of Mallory Lane that is no longer being proposed). Many items are recommended for change, and these provisions form an important part of this Update document.

In addition to the retention/adjustment/deletion of existing Action Steps, there are several areas in which new Action Steps are appropriate (actions which were not included in the original version of the 2020 Plan). Those items are another essential aspect of the Update document.

What follows, then, is a consolidated revision to the 2020 Goals, Objectives, and Action Steps. This Update is intended to be used and referred to alongside the original 2020 Plan, and should be considered to be an amendment to that document.



Brentwood 2020 Plan Update

Updated Goals & Objectives

GOAL NO. I: ENVIRONMENTAL CONSERVATION, RECREATION & SCENIC PROVISIONS

As part of its vision to maintain a sense of rural character, Brentwood's goal for the year 2020 is to assure adequate areas for environmental conservation, recreation and scenic purposes. The primary elements associated with this goal include the following:

- I.A** Stream Corridors
- I.B** Lands with Restrictive Topography and Soil
- I.C** Scenic Vistas, Hilltops and Corridors
- I.D** Natural Areas with Major Vegetation and Farmlands
- I.E** Open Spaces
- I.F** Passive Parks
- I.G** Active Parks

The following objectives are associated with Goal No. I.

I.A Stream Corridors Objectives

- I.A.1** Conserve and protect stream corridors as drainage and flood management areas, as plant and animal habitats and to improve water quality of streams.

Action Steps:

1. Continue to enforce existing regulations that strictly limit the placement of new structures and fill material within the Little Harpeth River floodplain and associated tributaries so as to minimize the flood damage potential during a major storm event.
2. Adopt and enforce all new regulations and policies formulated by the Federal Emergency Management Agency (FEMA) that allow residents and property owners in the floodplain to continue to participate in the subsidized federal flood insurance program.
3. Establish close working relationships with the state agency responsible for management of water quality, the Tennessee Department of Environment



and Conservation. Educate the public on who to contact in state government in the enforcement of water quality regulations.

I.A.2 Maintain and enhance stream corridors as scenic and passive recreational areas.

Action Steps:

1. Continue to look for opportunities for land conservation and acquisition of land for passive parks near stream corridors.

I.A.3 Maintain and enhance stream corridors as pathways for linking activity areas and the community overall.

Action Steps:

1. Provide for a continuation of the existing bike trail in the Little Harpeth River Corridor Park as adjoining land is acquired or obtained through land dedications.
2. As a part of any new development abutting the proposed Little Harpeth River Corridor Park, ensure a sufficient number of pedestrian bike trail access points to reach the park from and through the new development.

I.B Lands with Restrictive Topography and Soil Objectives

I.B.1 Further limit development from areas with unstable soil conditions and steep terrain.

Action Steps:

1. Except for locations where subdivision development has been previously approved by the City, amend the subdivision regulations to minimize any land disturbance on hillside areas with slopes greater than 15 percent.
2. Encourage the preservation of hillsides with slopes greater than 15% as permanent open space by rezoning such areas to Open Space Residential Development (OSRD). Such rezoning should occur concurrently with submission of a proposed development plan for the property.

I.C Scenic Vistas, Hilltops and Corridors Objectives



I.C.1 Conserve and protect hilltops in maintaining their scenic value as natural areas.

Action Steps:

1. On hillside or hilltop areas where OSRD development or rezoning is not possible, identify and prioritize highly visible tracts that are worthy of preservation. Acquire scenic easements or property to preserve such tracts from development based on the availability of public funding. In locations where the acquisition of hilltops is not feasible or practical, amend the zoning ordinance to include requirements for natural screening of new hilltop development.

I.C.2 Conserve and protect road corridors in maintaining their scenic value as natural areas, farmlands and open space.

Action Steps:

1. Maintain the AR Agricultural/Residential Estate zoning district classification with minimum 3 acre lots and 175 foot front setbacks for all development along Franklin Road.
2. To maintain an open, undeveloped character along the other arterial streets of the City, encourage OSRD zoning with 150-foot wide linear buffer strips with sufficient landscaping and berms to screen the new subdivision from direct view of the abutting property owners and traveling public.

I.C.3 Conserve and protect historically and culturally significant areas in maintaining their scenic values.

Action Steps:

1. Continue to utilize the mechanisms within the zoning ordinance to protect the City's historic and cultural resources that may be affected by ongoing development.

I.C.4 Encourage the use of landscaped boulevards in creating more scenic road corridors.

Action Steps:



1. Encourage the Tennessee Department of Transportation to improve state highways in and near Brentwood as boulevards with grass medians incorporated into the design in those locations where the additional right-of-way can be acquired or dedicated cost effectively and the improvement does not adversely impact adjacent residential dwellings.
2. When improvements are proposed for arterial roads, encourage as a part of the development approval process the construction of landscaped boulevards with underground utilities.

I.C.5 Preserve Visual Character of the Cal Turner Property

Action Steps:

1. Consider options for public acquisition of the Cal Turner Property, should the land become available for sale.
2. If the Cal Turner Property is developed, encourage a site plan that preserves the current visual character to the greatest extent possible and allows for extension of the River Park/Bikeway from Tower Park to Murray Lane and Franklin Road.

I.D Natural Areas with Major Vegetation and Farmlands Objectives

1.D.1 Conserve and protect natural areas with major vegetation, particularly indigenous vegetation, for reduction of stormwater run-off, modification of climate and improvement of air quality.

Action Steps:

1. Over and beyond steep hillsides, floodplains and culturally significant areas, establish criteria and identify and prioritize other natural areas in the community worthy of permanent preservation.
2. Encourage any future development of such tracts under OSRD zoning with the significant natural areas preserved within the permanent open space in the development.

I.E Passive Parks Objectives

I.E.1 Provide additional passive parks with garden, pedestrian and sitting provisions.

Action Steps:



1. Publicly acquire or obtain through dedication sufficient land (approximately 20 acres for each tract) to permit the construction of additional passive parks. Such parks should have some limited athletic features such as outdoor basketball goals, sand volleyball court and/or turf areas sufficient for practice and pickup soccer/baseball. However, no formal athletic programs or field lighting should occur in these parks. Targeted locations for the new parks include 1) the southwest area of the City bordered by Franklin Road, Concord Road, I-65 and Moores Lane; 2) the northeast area bordered by Concord Road, the CSX Railroad/I-65, northern city limits and Edmondson Pike; and 3) the Split Log Road-Pleasant Hill Road area.

I.E.2 Provide additional passive parks in association with activity centers and public spaces.

Action Steps:

1. Where feasible, incorporate passive park/plaza areas within the design of any future public/civic buildings and facilities.

I.F Active Parks Objectives

I.F.1 Provide additional active parks at the community-scale level.

Action Steps:

1. Continue to look for cost effective opportunities to add active parks when acceptable sloped acreage in the range of 30 – 50 acres is identified.

GOAL NO. II: RETIREMENT PROVISIONS

As part of its vision to include alternative retirement opportunities, Brentwood's goal for the year 2020 is to assure adequate provisions for retirement-age persons including alternative housing for all stages, services and activities.

The primary elements associated with this goal include the following:

II.A Individual Retirement Housing

II.B Transportation Services for Retirement Facilities



II.A Individual Retirement Housing Objectives

II.A.1 Explore Options for Individual Retirement Housing Options

Action Steps:

1. Evaluate possible options for providing additional single-family retirement housing alternatives in a manner that does not compromise the legal and infrastructure foundation of the City's existing low-density residential development pattern. Prepare recommendations for consideration by the City Commission and Planning Commission.

II.B Transportation Services for Retirement Facilities Objectives

II.B.1 Encourage transportation services by retirement facilities that link retirement housing locations with essential services.

Action Steps:

1. As a part of the approval process for any additional retirement/assisted care development, require a transportation program be established and operated that will provide residents a way to reach essential services such as medical, recreation, library, grocery stores, etc without use of personal vehicles.

GOAL NO. III: COMMERCIAL PROVISIONS

As part of its vision to create a balance of residential and non-residential land uses, Brentwood's goal for 2020 is to assure adequate commercial activities in providing additional tax base, serving areas with unmet needs, reducing trips associated with convenience activities and maintaining the viability of existing activities. The primary elements associated with this goal include the following:

- III.A Existing Commercial Tracts
- III.B Office Center Support Services
- III.C Redevelopment of Town Center

The following objectives are associated with Goal No. 3:

III.A Existing Commercial Objectives



III.A.1 Redevelop existing commercial centers where they are underutilized.

Action Steps:

1. Encourage/support private development that is directed toward the acquisition and/or assemblage of existing commercial properties for redevelopment, especially projects that enhance the tax base of the City. Facilitate necessary infrastructure improvements as needed.
2. Encourage private property owners to improve and enhance the desirability and attractiveness of existing facilities.

III.A.2 Link existing commercial tracts with any future regional transit system improvements to facilitate access for commuters.

Action Steps:

1. Continue to install sidewalks to provide safe and efficient pedestrian travel between future transit stations and within adjacent/nearby retail and employment centers - Maryland Farms, Synergy Office Center, Brentwood Place, Overlook Park, Town Center, Moores Lane/Cool Springs retail area, etc.
2. In locations where walking is not practical from a transit station, evaluate the feasibility of establishing shuttle transportation services between any future transit stations and those retail and office center locations.

III.B Office Center Support Services Objectives

III.B.1 To help reduce peak traffic congestion at lunch time, encourage support Retail/Restaurant uses within office buildings

Action Steps:

1. Explore amendments to the zoning ordinance to allow for targeted retail and food services within office buildings with public access being internal within the building.
2. Work with property owners and managers to formulate an acceptable plan to identify appropriate retail uses and other criteria to encourage and control such activity within office buildings.



III.C Redevelopment of Town Center Objectives

III.C.1 Continue to take proactive measures to encourage and facilitate economic activity and redevelopment within the area by the private sector.

Action Steps:

1. Encourage a marketing campaign and creation of a merchants association to promote activity by existing businesses in the Town Center.
2. Work with interested property owners and others to encourage mixed use redevelopment within the Town Center in accordance with design standards in the zoning ordinance and pattern book.
3. Undertake the construction of public parking facilities when determined to be essential to the success of business activity in the area and can be built and operated by the City in a financially sound manner.

GOAL NO. IV: MOBILITY PROVISIONS

As part of its vision to enhance accessibility both locally and interurban, Brentwood's goal for the year 2020 is to assure a more mobile community in conveniently and safely linking people with home, employment, essential services and recreation. A further goal is to assure mobility provisions that are sensitive to the environment and neighborhood character of Brentwood, integrate land use and promote economic activity.

It will be increasingly difficult for the City and the entire region to address transportation and mobility demands. Traffic volumes will continue to increase but it will be increasingly difficult to build new roads or widen existing roads. Significant volume of trips handled by public transportation is a remote prospect due to land use patterns. Increasing emphasis will be needed on non-traditional transportation alternatives, such as bicycle/pedestrian movements, ride-sharing, Transportation Demand Management (including encouraging off-peak travel), access management, and traffic management.

The primary elements associated with this goal include the following:

IV.A Community Access/Traffic Circulation

IV.B Neighborhood Access



- IV.C** Pedestrians and Bicycles
- IV.D** Public Transit Stations
- IV.E** Trip Reduction
- IV.F** Technology

The following objectives are associated with Goal No. IV.

IV.A Community Access/Traffic Circulation Objectives

IV.A.1 Provide arterial roadway improvements that address safety and capacity issues and are sensitive in design to adjoining residents and neighborhoods. Include separated bikeways in the project when feasible.

Action Steps:

1. The following arterial roadways have safety/design deficiencies and in some cases, capacity issues and are recommended for improvement. The actual design for the road including the number of lanes will be determined at the time the project is initiated. Some projects are located on state highways and will require TDOT funding and design approval too.
 - Concord Road, from Edmondson Pike to Nolensville Road.
 - Concord Road, from Jones Parkway to Crockett Road.
 - Franklin Road, from Concord Road to Moores Lane.
 - Split Log Road, from Wilson Pike to Sunset Road.
 - Edmondson Pike, from Smithson Lane to City limits.
 - Wilson Pike, from Church Street to Concord Road.
 - Crockett Road, from Concord Road to Wilson Pike.
 - Sunset Road, from Concord Road to Waller Road.
 - Waller Road, from Concord Road to Sunset Road.
2. With the completion of the new I-65 McEwen Drive interchange, encourage and facilitate Improvements/extension east to Wilson Pike and beyond to connect to Clovercroft Road near Pleasant Hill Road.

IV.B Neighborhood Access Objectives

IV.B.1 Require developers to construct collector roads to allow for safe and multiple travel routes between and in/out of neighborhoods.

Action Steps:



1. Place a high priority on the completion of the following collector roadways as shown in the Major Thoroughfare Plan with improvements timed with development in the area.

- Jones Parkway, between the Brentmeade and Annandale subdivisions.
- Green Hill Boulevard, from the Chenoweth subdivision to Old Smyrna Road.
- Sunset Road, from Concord Road to Edmondson Pike.
- Arrowhead Drive extension, south of Crockett Road to Raintree Parkway via Autumn Place.

IV.B.2 Provide roadway connections to access future residential developments.

Action Steps:

1. When new subdivisions are proposed and approved, the City should continue to ensure that future roadway connections are provided within the layout to adjacent undeveloped tracts zoned for residential development.

IV.B.3 Where feasible, provide roadway connections between existing and future residential developments where capacity permits.

Action Steps:

1. Temporary dead-end roadways within existing subdivisions should be connected to new adjacent residential subdivisions as development occurs. The roadway network in the new subdivision should be designed with traffic calming features to minimize cut-through traffic. The City should maintain official signs advising current and future residents of the temporary dead-end status of the road.

IV.C Pedestrian and Bicycle Objectives

IV.C.1 Provide pedestrian and bicycle pathways within future residential developments, as well as connecting existing residential areas where such facilities are not already provided.

Action Steps:



1. Encourage the installation of separated bikeways/walkways within arterial road improvement projects.
2. Ensure a safe and convenient system for pedestrian and bicycle movement in new residential developments. Require sidewalks in all newly approved subdivisions. Where possible, provide pedestrian and bicycle pathways to connect existing residential neighborhoods with other neighborhoods.
3. When separated bikeways are not feasible as part of an arterial road improvement project, wide shoulders or wide outside curb lanes should be incorporated into the design for safer pedestrian movement.
4. In locations where dedicated bicycle lanes or separate bicycle paths are not feasible or practical, sidewalks should be provided along arterial and collector roadways that are built or improved.

IV.C.2 Provide pedestrian and bicycle connections between residential areas and special generators such as parks, recreational areas and schools.

Action Steps:

1. As a part of any new development abutting future areas that can be incorporated into the Little Harpeth River Corridor Park, ensure a sufficient number of pedestrian/bike trail access points to reach the park from and through the new development.
2. The location and design of new parks, recreation areas, and schools in Brentwood should incorporate pedestrian and bike path connections to as many adjacent neighborhoods as possible.

IV.C.3 Where possible, pedestrian and bicycle pathways should be physically separated from the roadway by a landscaped area.

Action Steps:

1. In accordance with accepted sidewalk and bikeway design criteria, separate pedestrian and bicycle pathways from main roadways by a minimum distance of five feet and add sidewalks along all arterials, wherever feasible.

IV.D Public Transit Station Objectives



IV.D.1 Provide access locations for future commuter-rail and bus transit services.

Action Steps:

1. Anticipate and plan for the construction of transit stations in the Town Center and the Moores Lane/Cool Springs area.
2. As a part of the site approval process for new development or redevelopment in the above locations, ensure that sufficient space is set aside for future rail and bus transfer stations.
3. Through the site plan approval process, ensure that adequate parking and vehicle access is provided to support the future transit stations.
4. Provide safe and convenient pedestrian and bicycle access to all future transit stations.

IV.D.2 In conjunction with future commuter-rail/bus transit facilities, encourage development and redevelopment of adjacent lands.

Action Steps:

1. If and when commuter rail/bus transit is extended to Brentwood, redevelopment of the Town Center area should be encouraged to provide a mix of retail, office and residential uses.

IV.D.3 Encourage shuttle services between future commuter transit facilities and large-scale office and commercial developments.

Action Steps:

1. Evaluate the feasibility of establishing local shuttle transit services between any future transit stations and large-scale commercial and office center locations such as Maryland Farms, Brentwood Place, the Synergy Center, Town Center area, etc.

IV.E Trip Reduction Objectives

IV.E.1 Provide more supporting retail uses within existing and future commercial developments.

Action Steps:

1. Encourage zoning amendments that permit the development of restaurants and smaller scale support retail within office developments in order to reduce traffic demand at peak hours.



IV.E.2 Encourage ride-sharing and alternative transportation programs that help reduce the number of single-occupancy vehicles on Brentwood's arterial and collector roadways.

Action Steps:

1. Encourage trip reduction and peak traffic management strategies in cooperation with large institutional uses. In order to reduce traffic demand on Brentwood's roadways, the following Traffic Demand Management (TDM) strategies should be encouraged:
 - Increased ridesharing for work trips and school trips.
 - Increased telecommuting for businesses in Brentwood.
 - Increased flextime and staggered work hours for businesses in Brentwood.
 - Employer incentives to increase bicycle commuting such as lockers, shower facilities and bicycle racks.
2. Efforts should be directed with the Williamson County Schools and other private educational institutions to make traffic management a high priority with the focus on identifying and implementing methods to reduce peak hour congestion including staggered schedules and expanded use of school buses.
3. Strategies should be formalized with large, institutional places of worship to manage peak flow traffic and access.

IV.F Technology Improvements

IV.F.1 Maximize the use of technology in order to improve the efficiency of Brentwood's transportation system.

Action Steps:

1. Continue to expand and improve the use of technology to improve traffic flow, manage incidents, and reduce delays. Technological strategies include but are not limited to the following:
 - Use of Intelligent Transportation System (ITS) strategies such as improved traffic signal systems, improved traffic detection, variable message signs, and real time video monitoring to improve traffic flow and reduce delays.
 - Use of incident management techniques to minimize the traffic impacts and delays from accidents and to improve emergency response times.



- Use of web pages and cable television to provide citizens up to date traffic reports and information.

GOAL NO. V: RESIDENTIAL & SERVICE INSTITUTIONAL PROVISIONS

As part of its vision to create a balance of residential and non-residential land uses and to enhance educational opportunities, Brentwood's goal for the year 2020 is to assure the continuation of existing predominant residential types and densities in future residential areas other than for retirement districts. It is the further goal to assure adequate provisions for future service institutional uses. The primary elements associated with this goal include the following:

V.A Single-Family Residential (other than retirement)

V.B Service-Institutional

The following objectives are associated with Goal No. V.

V.A Single-Family Residential Objectives

V.A.1 Maintain average density of one or less dwelling unit per acre in future single-family residential provisions, exclusive of retirement-related continuum care residential.

Action Steps:

1. Maintain the current R-2 (Suburban Residential) and Open Space Residential Development (OSRD) zoning district standards in future residential areas with a maximum density of one dwelling unit per acre.

V.B Service Institutional Objectives

V.B.1 Assure adequate provisions of future sites for educational and worship facilities at locations with access to designated arterial streets.

Action Steps:

1. Identify key locations within the City that are appropriate for the location of or clustering of educational and/or worship facilities. Locations should have direct access to an arterial street without having to travel through a residential area. Targeted sites should include properties that are



considered less desirable for single-family residential development in the future.

V.B.2 Coordinate with the Williamson County School Board the location of future school sites with future recreational provisions.

Action Steps:

1. Work with the School Board to identify and acquire future school sites in advance of population growth and development.
2. Where feasible, coordinate the acquisition of future school sites with the placement and location of future parks so as to encourage the cost effective use of facilities for the delivery of recreational programs and services.

GOAL NO. VI: COMMUNITY IDENTITY PROVISIONS

As part of its vision to enhance community identity, Brentwood's goal for the year 2020 is to enhance community identity involving entry, appearance, cultural/civic opportunities and safety. The primary elements associated with this goal include the following:

- VI.A** Gateways
- VI.B** Cultural and Civic Provisions
- VI.C** Protective Services.

The following objectives VI.A through VI.C are associated with Goal No. VI.

VI.A Gateways Objectives

VI.A.1 Enhance the appearance of the City's primary and secondary gateways in creating unified entry corridors.

Action Steps:

1. Protect and enhance the primary and secondary gateways into the City.

The primary gateways include the following locations:

- Franklin Road from Old Hickory Boulevard to Church Street;
- Franklin Road from Moores Lane to Holly Tree Gap;
- Moores Lane from Mallory Lane to Carothers Pkwy.;
- Concord Road from Franklin Road to Wilson Pike;
- Wilson Pike from the southern city limits to Split Log Road;



- Concord Road from the eastern city limits to Bluff Road; and
- McEwen Drive extension from Clovercroft Road to Pleasant Hill Road.

The secondary gateways include the following locations:

- Murray Lane from Hillsboro Road to Beech Creek Road;
 - Church Street East from the eastern city limits to Wilson Pike;
 - Carothers Pkwy. from southern city limits to Moores Lane;
 - Granny White Pike from northern city limits to Maryland Way;
 - Sunset Road from Waller Road to Marcastle Lane;
 - Edmondson Pike from northern city limits to In-A-Vale Drive; and
 - Sam Donald Road from the eastern city limits to Split Log Road.
2. Implement a common design element for primary and secondary gateways, along arterial streets and in the Town Center that clearly identifies being in the City of Brentwood. Design guidelines should be customized for each location and address the following elements:
 - Architectural entrance design;
 - City limits and directional signs and street banners;
 - Lighting;
 - Landscaping/buffering/screening;
 - Pedestrian and bicycle amenities;
 - Street furniture (benches, receptacles, etc.); and,
 - Common logos.
 3. Coordinate improvements in the Franklin Rd. / Old Hickory Blvd. gateway with redevelopment of the Town Center area.
 4. Continue to maintain and improve the landscaping and overall appearance of the three Interstate 65 interchanges that provide access into Brentwood.

VI.B Cultural & Civic Provisions Objectives

VI.B.1 Designate the area immediately east of the Concord Road & I-65 interchange (the Library, YMCA, River Park, Tower Park, Martin Senior Center & Heritage Retirement Community) as the City's civic activity center.

Action Steps:

1. Determine appropriate mechanisms to effectively communicate to the public and visitors that the area is the civic activity center of Brentwood.



VI.C Protective Services Objectives

VI.C.1 Continue to evaluate the feasibility for provision of additional fire and police services for the City within the construction of future community facilities.

Action Steps:

1. In conjunction with efforts associated with the construction and renovation of City buildings and the location and placement of future schools and park sites, continue the placement of new or expanded public safety facilities within such buildings and/or property.

GOAL NO. VII: GROWTH MANAGEMENT PROVISIONS

As part of its collective vision, Brentwood's goal is to maintain and enhance its effective growth management system as the City approaches full build-out. The primary elements associated with this goal include the following:

- VII.A** Planning
- VII.B** Land Protection
- VII.C** Community Involvement/Monitoring
- VII.D** Annexation
- VII.E** Infrastructure
- VII.F** Fiscal

The following objectives are associated with Goal No. VII.

VII.A Planning Objectives

VII.A.1 Where feasible and consistent with fundamental land use policies of the City, encourage integration of development policies with adjoining governmental entities and with state government agencies.

Action Steps:

1. In locations abutting the boundary of another jurisdiction, continue to encourage the use of similar and compatible land use patterns and density standards in both jurisdictions.
2. In locations abutting the boundary of another jurisdiction where the potential land uses and/or zoning districts in each jurisdiction are normally incompatible with each other, continue to encourage the use of physical



screening and landscaping buffers sufficient to separate and protect the less intensive land use.

3. Continue to encourage unified transportation improvements through coordination of long range planning with the surrounding jurisdictions Nashville-Davidson County, Franklin, Nolensville, Williamson County and the State of Tennessee.

VII.A.2 Initiate Zoning Ordinance Amendments to allow for improved oversight and review of major development proposals and site plans

Action Steps:

1. Seek authorization from the State of Tennessee to extend the statutory time allowed for plan review and approval of major development proposals beyond 30 days.
2. Expand Planning Commission oversight of design in OSRD-IP development through review and approval of building elevations for attached residential dwellings.

VII.B Land Protection Objectives

VII.B.1 Enhance protection of hillside, flood-prone and historical areas involving public & private management control in addition to current zoning provisions.

Action Steps:

1. Encourage private trust acquisition and leasing of important sites. Continue to utilize the mechanism of historic preservation easements in protecting designated historic and cultural sites within new development.
2. Encourage preservation as permanent open space by rezoning such areas to Open Space Residential Development (OSRD).
3. Consider the creation of an advisory board to the City Commission to promote the identification, preservation, dedication, acquisition, and use of additional public and private open space for Brentwood in a cost effective manner.

VII.B.2 Initiate zoning ordinance amendment to further restrict development in areas with steep slopes and to address the appropriate scale of single family houses to lot sizes.

**Action Steps:**

1. Analyze and implement new technical standards for residential housing in all zoning districts in areas with steep slopes in order to lower the permitted intensity of land use and increase screening to minimize visual impacts to the community.
2. Analyze and implement additional limitations on the approval of lots in areas with steep slopes to further minimize excessive land disturbance through restrictions and limitations on cut and fill requirements and requirements for increased visual screening.
3. Adopt new technical development standards for OSRD developments that establish a more appropriate standard relating the scale of house size to lot size via larger sized lots, building envelopes, setbacks, etc.

VII.C Community Involvement/Monitoring Objectives**VII.C.1 Provide review of Comprehensive Plan/Goals & Objectives progress in assuring their implementation.****Action Steps:**

1. Implement a formal mechanism for a status report to the public on the implementation of the Goals and Objectives at least every two years. The report should summarize accomplishments to date and identify the areas of focus during the next two years based on the direction of the City Commission.
2. Undertake a major update of the Brentwood 2020 Plan in the year 2012 with the focus on future priorities of the City as the community reaches full build-out. Continue to use the citizen survey method to receive public input in the formulation of the new plan.

VII.D Annexation Objectives**VII.D.1 In territory adjoining the City where urban growth is expected, pursue a systematic and cost-effective program of annexation.****Action Steps:**

1. Continue to proceed with annexations in the City's urban growth area in an orderly, systematic manner and provide urban services to new



residents and property owners within the timetable specified in the approved plan of services. Proactively annex property when new development proposals are identified to ensure the land use complies with the City's zoning ordinance and subdivision regulations.

VII.E Infrastructure Objectives

VII.E.1 Assure the adequate provision of a long-term water source to meet the community's growth and need.

Action Steps:

1. Project future water demands and obtain a long-term commitment from Harpeth Valley Utility District and other providers for purchasing a dependable and adequate supply of water to meet the long-term needs of a growing residential and commercial customer base.
2. Construct new water mains and tanks as may be needed to meet the demands for a reliable source of potable water and for adequate fire protection.
3. Maintain the existing water system in good working order through a systematic preventive maintenance program.

VII.E.2 Assure the adequate provision of wastewater treatment facilities to meet the community's growth and need.

Action Steps:

1. Anticipate the future need and purchase sufficient and reliable long-term treatment capacity from Metro Nashville or other potential service providers to serve the requirements of a growing population and to protect the overall environment in Brentwood.
2. Construct new sewer lines and pump stations as may be needed to meet the demands for public sewer and to protect the environment.
3. Maintain the existing sewer collection system in good working order through a systematic preventive maintenance program. Undertake cost efficient improvements that are needed to minimize the infiltration of storm water runoff into the collection system and to eliminate unnecessary by-passes during significant rain storm events.



VII.F Fiscal Objectives

VII.F.1 Continue to maintain and protect the strong financial position for the City as reflected in the current bond rating.

Action Steps:

1. Maintain the City's bond rating from Moody's Investor's Service of AAA (or the equivalent rating should the rating system change).
2. Maintain sufficient reserves in the City's General Fund equivalent to at least 40% of the annual operating budget or approximately 5 months of expenditure obligations.
3. Recognizing that it will be increasingly difficult to maintain a steady, unchanged property tax rate in the face of increasing demands for services, the need for additional facilities and infrastructure, and the limited land available for commercial tax base growth, emphasis should be placed on expanding non-traditional funding mechanisms. Options include more financial contribution requirements as part of new developments (such as impact fees), as well as cost-sharing with other entities (such as has occurred with the Williamson County school system and parks department for joint facility and field use). Higher fee structures for non-Brentwood participants in services should be implemented if it is cost effective to do so.
4. After consideration of other available revenue sources to the City, place a higher priority on increasing the local option sales tax by ½ cent over property tax increases to cover future revenue needs.